

# THE PUBLIC RELATIONS JOURNAL



\$5 A YEAR

50c A COPY

## **PR PROBLEMS: NEW OR ANCIENT?**

By HENRY von MORPURGO

## **REMAIN SILENT AND DIE**

By KEN WELLS

VOLUME 4  
OCTOBER

NUMBER 10  
1948

OCT 14 1948

---

## TABLE OF CONTENTS

THE P.R. PROBLEMS OF BUSINESS: NEW OR ANCIENT . . .	1
<i>By Henry von Morpurgo</i>	
SHALL WE CONTRIBUTE? . . . . .	6
<i>By Erle B. Savage, Jr.</i>	
REMAIN SILENT AND DIE . . . . .	9
<i>By Ken Wells</i>	
INFLUENCING PUBLIC OPINION . . . . .	13
<i>By Clark Belden</i>	
THE WEATHERVANE . . . . .	19
WELCOME TO NEW MEMBERS . . . . .	22
PARADOXICAL MANAGEMENT . . . . .	23
<i>By E. M. Claypool</i>	
THE "WISE OWLS" ARE BORN . . . . .	26
<i>By Roy de Groot</i>	
THE PLACE OF SUPERVISION IN GOOD EMPLOYEE-PUBLIC RELATIONS . . . . .	28
<i>By George M. Carnes</i>	
PUBLIC RELATIONS — A CHALLENGE AND AN OPPORTUNITY . . . . .	31
<i>By Thomas W. Parry</i>	
A STOCK EXCHANGE HITS THE JACKPOT . . . . .	35
<i>By Carlton A. Johanson</i>	
"POSTINGS" . . . . .	40

---

## THE PUBLIC RELATIONS JOURNAL

OFFICIAL ORGAN OF THE PUBLIC RELATIONS SOCIETY OF AMERICA, Inc.

•

VIRGIL L. RANKIN, <i>Editor</i>	AGNES V. MARR, <i>Ass't. Editor</i>
CHACE CONLEY, <i>"Book Reviews"</i>	GEORGE D. SKINNER, <i>"Weathervane"</i>

•

### Publications Board

SALLIE E. BRIGHT  
REX F. HARLOW

VERNE BURNETT  
LEE LYLES  
WILMOT ROGERS

MILTON FAIRMAN  
JOHN E. PICKETT

---

Copyright 1948, and published monthly by, the Public Relations Society of America, Inc., at 525 Lexington Avenue, New York 17, N. Y. Of the amount paid as dues by members of the Society, \$5.00 is for a year's subscription for *The Public Relations Journal*. Entered as second-class matter September 27, 1948, at the post office at New York, N. Y., under the act of March 3, 1879. Subscription rates: \$5.00 a year. Single copy 50c.

# PR JOURNAL

Volume 4  
Number 10

OCTOBER, 1948

## The P.R. Problems of Business NEW or ANCIENT?

By HENRY von MORPURGO

President, Henry von Morpurgo, Inc., Public and Industrial Relations, San Francisco

### — PART ONE —

A BIG PART OF THE WORK of most public relations workers is devoted to correcting misconceptions held by people.

Yet, ironically, one basic misconception exists about the very foundation of their work.

Whenever "Public Relations" is the subject of a businessmen's conference, forum, panel or just dinner-table conversation, it is invariably described as "that new problem", or "that set of circumstances arising out of the complexities of the modern economic system", or "the twentieth century problem", or "those problems that first appeared in recent years." Or it is described by other appellations that always indicate that "public relations" is a brand-new social, political and economic creature.

#### Are Public Relations Problems So New?

Historical research shows that this impression just isn't so. Public relations

problems for businessmen — and for other groups too—have an ancient lineage.

It is important to appreciate this fact. Only then can we evaluate and weigh properly today's public relations phenomena. An understanding of the historical aspects of public relations problems is helpful in tackling today's problems and opportunities on behalf of a client. This knowledge is reassuring at times.

Yet one gets the impression from most of the talking and writing about public relations that public relations as a problem for businessmen was crystallized when the splenetic Commodore Cornelius Vanderbilt swore, in the late nineties, "the public be damned"; and that bettering public relations as a practice on behalf of the businessman began when the late, great Ivy Lee began his process of humanizing the vilified magnate, John D. Rockefeller, Sr., with his amiable gifts of shiny dimes to children.

### Can Understanding History Help?

It is up to the public relations counsel to help his businessman client orient his problems and opportunities in terms of an historical perspective. As in all professions and arts the public relations man is expected to have a lot of pertinent historical information as part of his intellectual equipment. This knowledge gives confidence to both the client and the public relations man.

If your client doesn't consider the historical perspective important, remind him of the philosopher Hegel's observation:

*"Peoples and governments never have learned anything from history nor acted upon the principle deduced from it,"*

and that it is a wise and remarkable man who can put the accumulated experiences of others to work for himself by using the findings of history.

Then point out to your client the helpfulness implicit in history as spelled out by Thucydides.

Thucydides, historian of the Peloponnesian War, wanted his reporting efforts to be useful for "those who desire an exact knowledge of the past as a key to the future, which will in all probability repeat or resemble the past." Thucydides had in mind particularly the class conflict in Athens and the struggles between tyranny and democracy which followed the Persian War, and to which he was an eye-witness.

This knowledge of history will also help you, the public relations worker, in a more profound understanding of today's problems. History can give you an inkling of trends, effects, implications, tone and overtones not always immediately apparent in contemporary situations.

Fresh research shows that public relations problems for businessmen have existed as long as the businessman as a

type has existed. In terms of documental history this goes back a long 5,000 years.

### Business As Conducted 5,000 Years Ago

Five thousand years ago, the businessman in Mesopotamia was conducting business much in the manner and using the techniques that still prevail today, according to the findings of recent excavations. The businessman had already accumulated a reservoir of experience and techniques. He bargained and negotiated skillfully, he drew up shrewd contracts, and he had a code of commercial law. Soon after he formed trading companies, business transactions were written on clay tablets, then filed away in clay jars and stored in vaults.

The discovered trappings of the businessman in vogue in those long-ago days included promissory notes, business correspondence, contracts, joint ventures, renting of choice business shop and office locations, threats of court action, the creation and dissolution of partnerships, business entertainment and favors, flourishing real estate offices, branch offices, overseas representatives, the formal exchange of business news, samples and sample cases, mediation of business quarrels, short-term credits, travelling salesmen and their quips, depositing gold in the temples for safekeeping, and shipping and banking associations.

Sounds pretty modern, doesn't it?

### Government Control of Business 5,000 Years Ago

Even then, 5,000 years ago, in ancient Babylon's business community there was resistance to the growing trend of government control of business.

The ambitious priest-king was the political ruler whom the traders had to watch closest. He manipulated things so that he soon became the biggest businessman in the State. That was

State  
petiti  
In  
to the  
superv  
a ph  
exemp  
creatu  
officia  
lon, a  
with  
busine  
Union  
Soviet  
  
The  
  
Pre  
ancien  
proble  
5,000  
sents  
Obv  
turies  
of pag  
as th  
histor  
proble  
thing  
of bu  
  
T  
  
Pul  
an ar  
of bu  
ings  
tives,  
crats,  
credit  
holde  
such  
the l  
writ  
Bus  
in th  
ments  
their  
The  
full w

State control of business and State competition with a vengeance.

In its early period it ran very much to the pattern of New Deal efforts to supervise business. Then it went through a phase like Chinese business today, exemplified by that country's two-headed creature, the combined government official-businessman. It ended in Babylon, as in the Byzantine Empire later, with complete State domination of business, in the manner of the Soviet Union. The Babylonians, Byzantines and Soviets absorbed all business activity.

### The Problem of Selecting Examples

Presenting examples to prove the ancient pedigree of the public relations problems of business from an array of 5,000 years of economic history represents a strenuous exercise in selectivity.

Obviously incidents from fifty centuries of happenings could fill thousands of pages. These chosen illustrations have as their main purpose illuminating the historical thesis that public relations problems for businessmen are no new thing, but are as old as the institution of business itself.

### The Nature of Public Relations

Public relations today, as work, as an art, and as a profession on behalf of business interests, encompasses dealings with workers and their representatives, government officials and bureaucrats, taxing agencies, suppliers and creditors, customers, competitors, shareholders, and other types and groups such as the clergy, military, demagogues, the landed interests, and politicians, writers, orators, and others.

Business becomes deeply involved in the various ambitions, plans, agreements and conflicts of these types and their groups and their leaders.

These historical examples will show full well that in ancient days, as today,

the businessman had a full measure of problems in his dealings with his public relations groups.

The businessman's ancient problems involving his political, economic and social status and freedom and his prestige were similar in character to those prevailing today.

Interestingly, not only were the ancient and also medieval problems of the same character and structure as today's problems are but — the techniques of handling the problems, while not discussed in this paper, were also similar, allowing for changes in technology, the complexity of today's social structure and the speedy tempo of making a living and spending time.

### The Era of Specialization Deludes Us

What makes us think "public relations problems are of modern origin" arises to a great degree from the fact that modern thinking and doing are in terms of specialization of effort and occupation. Activities are classified and labeled and given treatment by specialists. The term "public relations", however, growing out of this atmosphere of "specialization", is of virtually contemporary origin.

Now let's look at some more of the historical incidents and scenes that illuminate our thesis of the ancient nature of public relations problems for the businessman.

### Most of the Time "Bottom of the Ladder"

The businessman took a beating not only in Ancient Babylon, Greece and Rome, but elsewhere.

The businessman has often been at the bottom of the social and political scale. In Russia from the days of antiquity to the present; in Japan for the 300 years of its isolation; in India under the Brahmin caste system.

During Europe's Dark Ages the status

of the businessman was in a general state of decline, except in Spain, where the Jews and Moors conducted trade. When they were driven out, he was suppressed there too.

During the medieval era of independent merchant-rulers, he was powerful and safe behind thick city walls—until he sold cannons to his knightly foes, who battered down his walls.

The businessman was submerged by the Baroque kings in the Renaissance. Slowly and painstakingly he won wealth through royal privilege, and at last he freed himself from the strong State through industrial revolutions from London, Paris, Canton, New York and Tokyo.

Now, in America particularly, he is faced with the most difficult assignment, handling his affairs successfully with *big government* and *mass democracy* and the agencies, such as *big unions*, through which they operate.

### The Greeks Started It

The Ancient Greeks and Romans abhorred the trader, the businessman of their civilization. The histories they wrote bristle with that disdain, while they glorify the soldier, the statesman and ruler, the orator, philosopher, writer, sculptor, traveller, explorer, and athlete.

Greek and Roman histories set the format for the science of history, and their words have influenced Western minds for centuries. Their writings make the modern anti-business writers look like pikers.

Many of the deeds of ancient and medieval businessmen merit this disdain.

As an example of the history of documented bitter, ruthless business competition and internecine trade competition, consider how the early Italian financiers disposed of competitors with assassination by stiletto. The brutal

"robber barons", the Jay Goulds, Daniel Drews, Jim Fisks, no timid souls themselves, would have paled before those actual medieval tactics.

Roman traders sold unseaworthy, worthless ships to the State in the Punic Wars in the manner of Vanderbilt's sale of leaky vessels in our own Civil War.

Throughout history the businessman, like a despoiling creature, is accused of luring important families into debt and then buying them out for a song. He was guilty too.

Traders from industrial centers of the Near East sold the weapons and armor to the Northern barbarians who sacked the then civilized world. That super-munitions salesman, Sir Basil Zaharoff, the munitions-makers du Pont, Krupp and Vickers, harried as they were, never had to face such sweeping indictments.

Most of the recorded opinions and misdeeds of the early businessman were singularly unfavorable.

### Abuwakar Gets Some Political Gravy

When the daughter of the wealthy Mesopotamian merchant Abuwakar, became Priestess of Shamash, she arranged for her father to open a real estate office strategically located near the temple.

One can imagine the pained outcry of his less favored competitors and what they had to say about political favors, grafts and nepotism. There probably was much in them reminiscent of the recent outbursts of President Charles M. White of the Republic Steel Corporation when the War Assets administration recently let Henry J. Kaiser's enterprises rent and operate a government-owned blast furnace and coke plant formerly operated by Republic and for whose acquisition Republic was negotiating.

### The Homeric Greeks Scoff at the Trader

The first goods the ancient trader sold in Western Europe were arms and heady wines. About 1000 B.C. the trader became the victim of attacks by the cut-throats whom he himself had armed. Sea-pirates seized merchant vessels. Robber barons sallied forth from strongholds near the land and water routes of merchants hijacking the traders' goods. King Minos and Dumnorix were such robber barons. In Homeric days pirates who fattened off merchants were more respected socially than the merchants were.

These robbers were the heroes of the songs and literature of the day. But the trader was reviled as a miserable foreigner, as a crafty Phoenician and fair game for the "heroic" robber barons. It is easy to see which group was the patron of the song writers and minstrels of the day.

Homeric literature constantly attacked the businessman in a snide way.

It was an insult to the Homeric Greek to be even considered a man of business. When the heroic Ulysses was rescued, he was so weak, weary and quiet that he was taunted that he must be a tired, contemptible businessman and not a skilled sportsman.

To overcome this hateful insinuation, Ulysses lifted up a great stone and threw it far. His strength immediately won him great respect. He was honored, feted and wined.

In terms of today's ethics, some of the trade of the ancient business was anti-social. Liquors that inflamed the emotions as well as weapons were sold by the traders to the Northern barbarians, much in the manner of the French and British inciting the border Indians to rioting, pillaging and massacring of enemy colonials in America's early days. The ancient Levantine businessmen introduced the opprobrious slave trade.

**Editor's Note:** Part II of Mr. von Mörpurgo's historical document concerning the public relations problems of business will appear in the November issue of the *Journal*.

HENRY VON MÖRPURGO — *President, Henry von Mörpurgo, Inc., one of the largest public and industrial relations organizations on West Coast. Born San Francisco, edited prize-winning school and college publications. A.B. and law at University of California. News reporting, publications articles, free lance public relations, Asst. State Relief Director, in charge of Public and Industrial Relations; Director, Public and Industrial Relations, The Paraffine Companies; executive, Young and Rubicam; and with the coming of the war with The Bechtel Interests as Executive Asst. to the President, in charge of Foreign Projects, Public and Industrial Relations; last two years of war, loaned to U. S. Maritime Commission and War Shipping Admin. At war's end established Henry von Mörpurgo, Inc.*

**Obsession:** "to find out as authoritatively as possible what the substance and structure of public relations really comprises."



# Shall We Contribute?

## A BRIEF SUMMARY OF AN INVESTIGATION OF CORPORATE GIVING FOR ECONOMIC EDUCATIONAL PURPOSES

By ERLE B. SAVAGE, Jr.

Public Relations Account Representative, BBD & O, Minneapolis

**T**HE GROWING DEMANDS on business for contributions to organizations working in the field of public economic education poses a real problem for public relations people. Hardly a month passes by that some new organization is conceived and established with the general objective of "saving our American way of life" from the inroads of various "isms". The very fact that this interest is so widespread among management is encouraging, for it has given rise to many notable programs and has stimulated the activities of many individual companies toward doing a better job of public relations. Though the idea behind most of these new organizations, and new programs of established organizations, is by and large constructive, the effectiveness of some of the endeavors is open to considerable question.

Should we support it? How much shall we contribute? These are the questions which management is asking public relations people to answer. To say that the answers have a vital bearing on the future of the whole system is patent, but to review the answers in the light of individual company public relations programs opens an interesting field for public relations endeavors. It highlights the importance of a constructive policy of giving as a public relations tool.

A study of business contributions in the field of public economic education and the study of the organizations benefiting from these contributions, how-

ever, indicate that perhaps too often management as a whole, and public relations people in particular, are prone to feel that this job of building public understanding and appreciation of our business and political systems can be purchased by the simple expedient of writing a check. There is a tendency to take the attitude of the labor leader who walked into a public relations consultant's office, threw a roll of bills on the table and insisted that he wanted to buy X dollars worth of public relations.

At the risk of oversimplification, there appear to be four methods by which we in public relations are attempting to sell what might be called "The American Product" — a product difficult of definition, but which most of us recognize to be a highly productive and satisfactory way of life — whether we call it "free enterprise", "constitutional government" or "The American Way". These four methods seem to be:

- (1) Individual company public relations and advertising programs.
- (2) The public relations programs of trade associations, such as The Association of National Advertisers or the National Cannery Association.
- (3) Programs of over-all business associations which carry on public relations and at the same time render some direct services to their members, such as the U. S. Chamber of Commerce, the National Association of Manufacturers, etc.



- (4) National organizations which are solely created for public relations purposes, whose objectives — by and large — are to produce a favorable climate in which business can operate successfully. In this category comes the American Enterprise Association or Brand Names Foundation and better than 30 others.

#### Study Indicates Duplication of Effort and Lack of Measurement

Business today is investing literally hundreds of millions of dollars annually in carrying out this four-way public relations program. Added to this is the expenditure in the billions for advertising — again an expression of industry. The few hundred million dollars which business spends jointly may not loom too large, but a study of this expenditure indicates that great duplication of effort and considerable negligence of measurement exists. In category 4, that of national organizations which are created solely for public relations purposes, business is spending well over \$10,000,000 annually on the national level alone. There are over 30 groups working at this level which are conducting programs of economic education and are utilizing all of the tools for the transmission of information—the radio, publicity, booklets, meetings, etc. They cover a broad range of methods and objectives. Though they appear the same on the surface, their philosophies are very significantly different. In many cases, it is questionable whether reasonable yardsticks for measurement of their effort are available. For instance, in some organizations as high as 70% of the money which business contributes may go for administrative costs. There are others, which on close analysis reveal an expenditure of \$50 to reach each individual person. There is little or no

effort made in many cases to measure attitude changes.

How effective are these programs? An investigation for one company brought out some interesting results. Not long ago General Mills made a complete analysis of their contributions to causes, to organizations, to trade association public relations programs. The total expenditure for these purposes had been increasing steadily throughout the war. Better than five fold from normal peacetime expenditures. It did not seem logical to carry this high level of expense in a normal period unless it could be demonstrated that there was full value received, that the dollars invested in organized public relations programs were being used most effectively. The company conducted the investigation also from the standpoint that these contributions were a very important public relations tool, for each and every one had implications on trade relations, industry relations and the company's relations with other organized groups of the American public, for example, labor, farm organizations and women's groups.

At the start of the investigation, the responsibility for making contributions of this nature was rather widely scattered among certain departments. It was found that although there was normal monetary or accounting control, there was little budgetary control and, what is as important, little public relations control.

The study indicated that immediate steps should be taken:

- (1) To centralize investigation and clearance of all contributions in the Public Services Department.
- (2) To set up standards of investigation to determine which organizations were worthy of support, how they were financed, what was the company's proportionate share of support in relation to its position in industry and, where possible, what

results the organizations supported were getting in their business of reaching and influencing the American people.

The investigation further brought out that some of the organizations, which on the surface appeared meritorious, were forwarding ideas which were incompatible with the published company operating philosophy. In searching below the surface, some organizations with the same seeming objective had, in truth, a wide variance in philosophy and in some cases company contributions even tended to neutralize each other.

### A Policy of Investing

As a result of this whole investigation, a "policy of investing" was established as follows:

- (1) That some executive of the company be willing to interest himself personally in the activities of any organization which the company supported.
- (2) That every organization be required to submit *complete* financial information.
- (3) That each organization be fully investigated through the available investigation and reporting channels.
- (4) That the real, as opposed to the stated objective of any organization, be compatible with the published operating policy of the company.
- (5) That the company proportion its expenditures in relation to its size in the national industrial picture, except in those cases where a new organization — such as the Consumer Education project of the National Better Business Bureau in its school program — takes a pioneering approach toward some new phase of public understanding.
- (6) That a budget be set up and adhered to.

The results have been to weed out some projects of questionable effectiveness, ones which give the promoter a disproportionate share of the money. The company was able to invest less money in total but more in those organizations which appeared to correspond most closely to the company's philosophy. The company believes it has managed to make some friends through the simple expedient of having a "policy of investing" and — by closer association with each organization — has been able, in turn, to contribute more to the operations of the organizations supported.

### Some Do's and Don'ts

As a result of this review of national and individual company practices in the field of economic education there appear to be certain "do's" and "don'ts" for contributions which if adhered to can make corporate giving an important and effective public relations tool.

#### The "do's"

- (a) Contribute only to those organizations in which you can actively participate.
- (b) Contribute to those organizations which render complete financial accounting and provide some measurement of effectiveness.
- (c) Be willing to pioneer by contributing to organizations which seek new frontiers in public understanding.

#### The "don'ts"

- (a) Don't lend your name unless you are going to be active. It is your most valuable asset, and you can't tell how it will be used.
- (b) Don't get out your check book until you have made a thorough investigation.

(Please turn to Page 38)

ITEM  
"seized  
gang o  
destroy  
cannot  
telligen  
will be  
leaders  
to mai  
inform  
facts o  
"Rema  
elled th  
eight s  
1948,  
and civ  
more a  
mation  
Americ  
vinced  
ers in  
remain  
ideas a  
We  
ally. I  
capital  
for our  
bitter  
sions.  
it at w  
work,  
concer  
don it  
lieve i  
Ther  
capital  
mic, an  
ally in  
our jo

# REMAIN SILENT AND DIE

By  
KEN WELLS

IF THE COMPETITIVE CAPITALISTIC SYSTEM of our forty-eight states is ever "seized at midnight" by a Communist gang or weakened by infiltration and destroyed in World War III, the blame cannot be laid on Americans as unintelligent, moronic people. The reason will be that a defensive-minded national leadership in business and labor failed to maintain the American system by informing the American people of the facts of the system. Yes, it's genuinely, "Remain silent and die". I have travelled throughout forty-seven of the forty-eight states during 1946, 1947, and 1948, talking with management, labor, and civic groups, and I am more and more aware of the fragmentary information about industry going to the American people; I am utterly convinced that the nation's industrial leaders in both labor and management are remaining silent and that totalitarian ideas are growing and growing.

We Americans take freedom personally. *If we believe* that the competitive, capitalistic system is good for us and for our families, *we will defend it* to the bitter end, through booms and depressions. If we don't, and if we can't find it at work in our own lives, where we work, in plants and stores, in trucking concerns and creameries, we will abandon it for a will-of-the-wisp we do believe in.

There is plenty in the competitive capitalistic system that is good, dynamic, and that a fellow can take personally into his thoughts and actions. It's our job to help him do it. Public rela-

tions men and women in America are one of the nation's greatest assets for we are working to inform American citizens, and that is the kind of a job that has to be done.

It isn't enough simply to route out card-carrying Communists. That job can and will proceed, but the constructive, informing, and educating job of much larger proportions must be done. The public relations professionals have the greatest opportunity of this age to do a real job. It is to meet and beat head-on the totalitarian thought pattern.

I am sick and tired of defending the competitive, capitalistic system. It needs no defense! It is the greatest economic system on earth and every sane soul knows it. It needs a driving, hard-hitting ten-year campaign to sell and tell, and keep understood and sold, the positive and worthwhile principles of the American way. The Communist hoot owls are pikers compared to our ability to sell and tell America's story. We don't have to compare our economic system, our results, or anything else about America.

*Our job is putting the easily teachable definition of the economic system between the ears of 143,000,000 Americans.*

The job of putting this program across is in the hands of the advertising and public relations people of this country. If we don't do it, the job won't be done. We are the spark plugs, the idea men, who can, if we will, teach the five fundamentals of the American economic system. Here they are, as defined by the

Joint ANA-AAAA Committee on Improvement of Public Understanding of our Economic System:

The right to own private property  
Free market  
Profit and wage incentive  
Competition  
Government regulation but not government control.

These are the essential basic principles on which the American economic system works at its best. There is no use going off into any details of American life unless first of all these five principles are known by boys and girls to old folks.

Here's why that is true, and here's why "Remain Silent and Die" is my subject.

The future of atomic knowledge is a contest between intelligence and violence. The contest is between government by law or government by claw. The atomic bomb could destroy all traces of society based on the value and dignity of the individual. It could obliterate mankind. This is *one* way to destroy men and women.

### Battle for Men's Minds

The importance of atomic knowledge cannot be over-emphasized. Greater, however, than atomic energy, is the battle for men's minds. America does not have a Red under every bed, but there are lazy brains in many heads and the advertising and public relations people are the only mobile striking force for freedom, who can rapidly create zealots for the freedom way of life.

Unless the advertising and public relations professionals of this country and the executives whose organizations employ them do more shoulder squaring and less shoulder shrugging, the present trends will continue. These trends indicate that more and more people would

prefer to work for government. More and more sincere, honest Americans with only a portion of the facts have been unwittingly turning toward Statism. This can and will obliterate you and I and all individuals now living, except as slaves of government. Statism destroys all values based on individualism and abandons all belief in our Constitution and Bill of Rights.

### Statism Versus Freedom

There are two basic philosophies of government. The first is that government is designed to rule the people. That's the totalitarian way — the way of Statism. We deny it as the tearful, unhappy path to oblivion. The second is that government is designed to serve the people — the individual freedom way. Unless the entire communications personnel of the U.S.A. gets off the dime and the advertising and public relations people lead the parade to set the machinery in motion, there is a strong chance that the great broad segments of American people will unwittingly voluntarily abandon their individual freedom bit by bit.

The Soviet is attempting through minority tactics to uproot the American system under which labor and business operate. Business men and labor leaders now have the opportunity of standing up and fighting. Their job is to see that true information about the American economic system is brought to the attention of every man, woman, and child in this country, regularly and completely. The job of selling America is a part of the regular job of maintaining and improving the standards of living which we have developed by advertising, mass marketing, mass production, and the willing work of a generous people.

*The only reason that the American economic system rates so low with so many American people, and that sur-*

veys show the continued trend is toward totalitarian ideas, is because sound advertising and public relations methods have not been applied to it.

### A Need for P.R. Organization

The American economic system isn't something separated from the Constitution and the Bill of Rights and our way of life — it is actually the blood of the American public, coursing through the arteries and veins of our nation. It's the only economic system found in the world, either now or in the past, based upon nature and nature's processes, and it's the only system of "togetherness" based on the human rights and privileges of mankind. Every county, ward, and precinct, of our nation needs a permanent organization of public relations personnel, regardless of their title, dedicated to "doing friendly things together" — dedicated to discussing, planning, and "working harmoniously together" to get into agreement on all aspects of ownership of private property and the other principles of our economic system.

One job which must be done is easily defined because a "federal thought control" has been growing, because more than 45,000 federal employees devote their time wholly or in part to definitely identified information activities. There is no accurate way to determine how many others, both as employees and senior officials, spend their time and efforts exerting real and constant influence upon public opinion from their desks as federal employees. The House of Representatives' sub-committee on publicity and propaganda learned from Budget Bureau statistics that federal information services spent a total of \$74,829,467.00 for the fiscal year ending June 30, 1946. It is hardly a noticeable fragment of the federal budget but no professional public relations or advertising man fails to recognize the terrific

strength of this bureaucratic technique first to justify itself, and second for self perpetuation; nor does any member of the House of Representatives or the United States Senate have a single day when he is free from the federal bureau lobbies seeking to influence his thoughts and actions. The most powerful and constant relations job ever done has been accomplished by federal government employees and the greatest cause for deep concern is the damage done by this bureaucratic activity to the philosophy of constitutional government and the destructive work it does to belief in the right to own private property, free markets, the right to compete freely, to earn wages and profits, and particularly to the fundamental concept of government regulation but *not* government control. When governmental bureaus win out in shaping public opinion, we have already arrived at a brand of federal thought control which precisely copies the methods of dictatorship.

### First Understand Principles

There is nothing new about these facts — we all know them — but the job now is for the growing, hard-driving public relations profession, man by man, woman by woman, individually or by association, all of us working in our own way, and staying within the fundamental principles of our own economy, to build first an understanding of the principles of the system, and secondly to stimulate a realization of what the fruits of the system are, because if we don't do it, we will not have risen to our responsibilities, nor will we have carried out the tradition of our American pioneers.

The Joint Committee report on public understanding of our economic system has this revealing statement, "There is considerable evidence that we are in one of those periods of historical transition that may last for several more years be-

Joint ANA-AAAA Committee on Improvement of Public Understanding of our Economic System:

- The right to own private property
- Free market
- Profit and wage incentive
- Competition
- Government regulation but not government control.

These are the essential basic principles on which the American economic system works at its best. There is no use going off into any details of American life unless first of all these five principles are known by boys and girls to old folks.

Here's why that is true, and here's why "Remain Silent and Die" is my subject.

The future of atomic knowledge is a contest between intelligence and violence. The contest is between government by law or government by claw. The atomic bomb could destroy all traces of society based on the value and dignity of the individual. It could obliterate mankind. This is *one* way to destroy men and women.

### Battle for Men's Minds

The importance of atomic knowledge cannot be over-emphasized. Greater, however, than atomic energy, is the battle for men's minds. America does not have a Red under every bed, but there are lazy brains in many heads and the advertising and public relations people are the only mobile striking force for freedom, who can rapidly create zealots for the freedom way of life.

Unless the advertising and public relations professionals of this country and the executives whose organizations employ them do more shoulder squaring and less shoulder shrugging, the present trends will continue. These trends indicate that more and more people would

prefer to work for government. More and more sincere, honest Americans with only a portion of the facts have been unwittingly turning toward Statism. This can and will obliterate you and I and all individuals now living, except as slaves of government. Statism destroys all values based on individualism and abandons all belief in our Constitution and Bill of Rights.

### Statism Versus Freedom

There are two basic philosophies of government. The first is that government is designed to rule the people. That's the totalitarian way — the way of Statism. We deny it as the tearful, unhappy path to oblivion. The second is that government is designed to serve the people — the individual freedom way. Unless the entire communications personnel of the U.S.A. gets off the dime and the advertising and public relations people lead the parade to set the machinery in motion, there is a strong chance that the great broad segments of American people will unwittingly voluntarily abandon their individual freedom bit by bit.

The Soviet is attempting through minority tactics to uproot the American system under which labor and business operate. Business men and labor leaders now have the opportunity of standing up and fighting. Their job is to see that true information about the American economic system is brought to the attention of every man, woman, and child in this country, regularly and completely. The job of selling America is a part of the regular job of maintaining and improving the standards of living which we have developed by advertising, mass marketing, mass production, and the willing work of a generous people.

*The only reason that the American economic system rates so low with so many American people, and that sur-*



*veys show the continued trend is toward totalitarian ideas, is because sound advertising and public relations methods have not been applied to it.*

### A Need for P.R. Organization

The American economic system isn't something separated from the Constitution and the Bill of Rights and our way of life — it is actually the blood of the American public, coursing through the arteries and veins of our nation. It's the only economic system found in the world, either now or in the past, based upon nature and nature's processes, and it's the only system of "togetherness" based on the human rights and privileges of mankind. Every county, ward, and precinct, of our nation needs a permanent organization of public relations personnel, regardless of their title, dedicated to "doing friendly things together" — dedicated to discussing, planning, and "working harmoniously together" to get into agreement on all aspects of ownership of private property and the other principles of our economic system.

One job which must be done is easily defined because a "federal thought control" has been growing, because more than 45,000 federal employees devote their time wholly or in part to definitely identified information activities. There is no accurate way to determine how many others, both as employees and senior officials, spend their time and efforts exerting real and constant influence upon public opinion from their desks as federal employees. The House of Representatives' sub-committee on publicity and propaganda learned from Budget Bureau statistics that federal information services spent a total of \$74,829,467.00 for the fiscal year ending June 30, 1946. It is hardly a noticeable fragment of the federal budget but no professional public relations or advertising man fails to recognize the terrific

strength of this bureaucratic technique first to justify itself, and second for self perpetuation; nor does any member of the House of Representatives or the United States Senate have a single day when he is free from the federal bureau lobbies seeking to influence his thoughts and actions. The most powerful and constant relations job ever done has been accomplished by federal government employees and the greatest cause for deep concern is the damage done by this bureaucratic activity to the philosophy of constitutional government and the destructive work it does to belief in the right to own private property, free markets, the right to compete freely, to earn wages and profits, and particularly to the fundamental concept of government regulation but *not* government control. When governmental bureaus win out in shaping public opinion, we have already arrived at a brand of federal thought control which precisely copies the methods of dictatorship.

### First Understand Principles

There is nothing new about these facts — we all know them — but the job now is for the growing, hard-driving public relations profession, man by man, woman by woman, individually or by association, all of us working in our own way, and staying within the fundamental principles of our own economy, to build first an understanding of the principles of the system, and secondly to stimulate a realization of what the fruits of the system are, because if we don't do it, we will not have risen to our responsibilities, nor will we have carried out the tradition of our American pioneers.

The Joint Committee report on public understanding of our economic system has this revealing statement, "There is considerable evidence that we are in one of those periods of historical transition that may last for several more years be-



fore we finally determine what course our future will take."

*Our task is to provide the facts because if all of us in this nation are accurately informed, we will quickly repel encroachments by totalitarian thinkers.*

Our specific tasks, as the Joint Committee Report written by Chairman of the ANA-AAAA Creative Committee, Jack Smock (Vice President of Foote, Cone and Belding, Los Angeles) so exactly states, lie in correcting the misinformation and lack of information that exists in the industrial workers' minds about production, profits, dividends, etc., and secondly, to restore his pride in his job, his feeling of importance or economic significance, and his sense of belonging to the group — and, in addition, to give him a greater appreciation of the benefits the American eco-

nomic system gives him and to give him a better understanding of the fundamental principles along which our economic system works.

We can rest, and rest our case, only when we have discharged these responsibilities for information to the American public. When the facts are known fully about our national economic life, there will be no question about Communists or totalitarian thought patterns. There will be no denial of the Constitution and the Bill of Rights, the greatest, sparkling reflections of natural laws ever credited to the pens of mortal men. There will be no anti-Christian trends. There will be a revered and substantial public relations profession which has successfully led the 20th century crusade. There is no greater reward than success in this crusade — To remain silent now, is to die.

MR. KEN WELLS attended the University of Akron, California Institute of Technology and graduated from Northwestern University. He has worked as grocery clerk, laborer, reporter, safety and training executive, college teacher. Since January 1948 he has been Director of Operations for the Joint Committee of AAAA and the ANA Program on Economic Understanding. Two weeks annually he works as helper in a factory, or laborer on construction, or at other manual labor to "keep his thinking straight" and hands in industry.

# Influencing Public Opinion

By CLARK BELDEN

THE OLD QUESTION of "What's wrong with this picture?" might well be applied from time to time to the public relations field. Of course, there are those who become offended if anyone has the temerity to suggest that *anything* is wrong with the public relations movement—especially as applied to the business structure. However, this viewpoint seems but a reflection of that which strongly affects the public relations field in several directions—namely, the determined defense and the persistent protection of an improvable *status quo* which is by no means wholly acceptable to the public.

On the other hand, this field is not without its unreasonable critics who maintain that it is rotten from top to bottom and who proclaim that all public relations activities and public relations people should be promptly and not too gently thrown over the edge of the crater of the volcano Vesuvius. This extreme viewpoint is no better than its opposite and perhaps not even as good. After all, 10 rotten apples do not necessarily mean that the other 200 apples in the barrel are rotten—unless the decayed specimens are left in the barrel undisturbed indefinitely. Even a high school youth could point out some practices, theories, objectives and results in the public relations field that are hardly of the best. But one might comment here that there are good and bad doctors, lawyers, educators, business executives, labor union representatives and government officials—with the comparison being continued indefinitely, if one were so inclined.

In all situations in life, the objective and constructive person does not concern

himself very much with either or any *extreme* viewpoints regarding the field in which he is interested except that these partly wrong and partly right observations and claims of the extremists serve as fine examples of what not to do and of what not to be. Unfortunately, the extremists often wield an undue influence in life and affect the thinking and the action of many people who—on balance—may happen to lean more or less in their direction by virtue of some personal experience of a confirming nature.

As I wish to speak frankly regarding certain viewpoints and practices in the public relations field with the thought that there is a splendid opportunity for some profitable vacuum cleaning, I present the foregoing preamble so that my basic philosophy of the middle of the road may be understood by readers before I proceed with the vacuum cleaner. Otherwise, those, who do not know me—and there are many such—might jump to the wholly incorrect conclusion that I am an "enemy" of that delicate flower called "public relations"!

Based upon a long experience in the public relations field, upon many discussions with people in this field in various parts of the country, upon attendance at numerous public relations conferences and upon some thinking of my own which I have done—perhaps not too much because real thinking is difficult—I have concluded that one of the most dangerous theories which is running high, wide and handsome in this field today is that of "Influencing Public Opinion"—in our own favor of course, on our own terms as far as possible and with our objectives as we

want them to be. As I reflect on this situation, it seems to me that there is a true fundamental relationship here between this viewpoint and the preservation of the free enterprise system, about which we are hearing more than a little these days in a disturbed accent.

### The Soundest Objective?

What is the soundest objective of public relations programs anyway? Please notice the word "soundest." If you believe what you hear very widely in many public relations circles, you will have no difficulty in concluding that the objective which many practitioners in this field are following is that of influencing public opinion. Nor has the amazingly and increasingly wider emphasis upon this basic factor been wholly lost upon the public by any means, although it is doubtful that some public relations people are fully aware of this phase of the situation. That very many public relations people could fail to see what many in the public audience see very clearly seems unbelievable and yet the world is full of unbelievable developments and strange situations.

As far as the very basic question of influencing public opinion is concerned, there is nothing wrong *ipso facto* in pointing one's arrow in this direction. Not in the slightest do I necessarily condemn my friend who is engaged in influencing public opinion. On the other hand, I would be greatly interested in appraising that regarding which he is undertaking to change people's opinions and their actions. Here is the crux of the situation. Unfortunately some—I was tempted to say many—public relations people do not understand this very important point. Of course, it is difficult to see that which we do not wish to see. The more we do not wish to see something, the more strongly we sometimes struggle to keep our eyes sealed.

The remark of a well-known public relations director at a New York public relations conference several years ago to the effect that: "The minds of the American public are the playground of our public relations people," is hardly the type of thinking which is what the free enterprise system and what individual business concerns need most today. The fact that his comment went unchallenged at the conference did not improve the original mistake any. Apparently, the implication is that we have a one-way street here — with business management trying to do all of the influencing on its own behalf.

### The Public Thinks Too

On the other hand, it seems highly trite even to use one sentence to comment that the public can think too. The public as a whole today is far better educated and far more widely read and "listened" than it was only a relatively few years ago. No—we public relations people are not the only ones who can read, write, think, feel and do a few other things. Sad perhaps—but true. The public may have been, and probably was, to some extent, in a babe-in-the-woods condition regarding many business matters prior to World War I but time certainly marches on. Is the public out-thinking business management more than formerly?

Many speakers at all kinds of conventions, conferences and meetings have increasingly called attention since the end of World War I to the rapid rate of change in general. Perhaps it is high time that we revised the old saw that "we must run like hell to stay where we are" to read that "we must fly like hell to stay where we are." This accelerating basic trend implies that the public relations field will probably face a considerable amount and variety of vacuum cleaning in the next few years. Our public relations people are increasingly defending

the free enterprise system and one of its tenets is supposed to be individual initiative—and responsibility. Have we forgotten one of our own important rules? Cannot our public relations people buy some vacuum cleaners themselves?

### Survey Suggested

I have asked many public relations people if they had any idea what the public thinks regarding business public relations programs as such but I have never found very many who had more than a few unrelated and foggy opinions on the subject. We hear more and more regarding public opinion surveys. How about one to find out just what a representative cross section of the public—10,000 people or more—really thinks about the efforts along so-called “public relations” lines which are being made in, by, and for the business structure and its various units at a tremendous investment of money, time, effort, thought and action?

### People Are Suspicious

More than a faint suspicion haunts me that such a survey would show that many people are suspicious of corporate public relations programs and that some people are even not only highly suspicious of them but complete disbelievers in any or all phases of them. If one doubts that some people—I was tempted to say many—regard public relations activities and propaganda as being synonymous and regard propaganda as being a curtain with an amazing capacity for concealing many things which these people would like to see, then I suggest that any doubters proceed promptly to explore this field. More than a few people have indicated to me that they are more suspicious of public relations activities than they are of any other phase of business management's activities. — “the public” should be “business management.”

If one should ask why public relations activities were ever introduced by anybody, anywhere, at any time, one would probably receive the answer that they were introduced originally to improve business-public relations. Actually, however, there is increasing evidence that some public relations programs are having just the opposite effect. In short, some public relations programs are making some people—I was tempted to say many—not only not more friendly to the sponsors of such programs but less friendly and sometimes highly suspicious of the good faith, the good will and the good motives of the sponsors. Perhaps some people refuse to believe all that they see and hear. Perhaps what they see and hear in one direction (public relations programs or propaganda) does not check with what they see and hear in another direction (personal observation or experience or that of friends).

### A Real “Yardstick”

What a company does, how it does it, why it does it, where it does it and when it does it constitute the real yardstick. The most elaborate salesmanship campaign in the world composed of all of the favorite and favored devices well known to experienced public relations people do not change this yardstick. Even though we may increase the strength, the variety and all of the other ingredients of a public relations program, the yardstick still remains in the minds of many people. The fact that there have been over the years some rather poor-quality (unimpressive) performances in the face of some accompanying fine-quality (impressive) public relations “programs” serves only to accentuate the difference between the real yardstick and the external reactions in the minds of many people. The point is that the “total impression” which some companies have tried to create and to sell to a doubting and sometimes unwilling

public has not matched the "total performance" of these companies. These discrepancies have made many people wonder.

### Doctor, Cure Thyself

We might face the issue even more squarely and ask this question. How many public relations representatives would buy their own company "propaganda package" if they did not happen to be connected with the company? We could go even further and ask: How many public relations representatives *really* buy their own company package — even though they are employed by the company? Perhaps the package is made to "sell." Perhaps it is the old case of the fact that the meal which the cook has prepared does not look nearly as attractive to him or to her as it does to those who have not prepared it. Fortunate indeed is the public relations representative who feels sincerely, objectively and intelligently that his client's or his company's total performance merits the propaganda package which it is merchandising and matches the total impression which it seeks to create!

The attitude of some executives who undertake public relations programs is that of getting a better "press"—using a narrow term broadly here. That is, building good will or creating favorable public opinion based upon present operating practices. How often do executives in general inaugurate, enlarge or even continue public relations campaigns, programs or activities with the basic thought of studying company operations for possible improvement?

If there be and have been failures here — as is obviously the case — what would be the facts if we go a step further? How many company executives have undertaken "operating and improvement surveys" *before* they inaugu-

rated or enlarged public relations programs?

Let us go a step further. How many executives finished such surveys, analyzed the results and acted appropriately on them—in the light of the public interest—before proceeding with proposed public relations plan.

### The Two Are Related

Here is a large company which has decided to enter the public relations field in a "real" way. An experienced director is employed. What is one of the first and most important things that takes place? A dozen people are employed within a short period. Employed to do what? Employed to handle various phases of communication — news stories, radio material, speeches, direct-mail material, motion pictures, employee publications and all of the other methods whereby one communicates, or tries to, his ideas to others. Of course one cannot influence public opinion very well unless one does or tries to do a very comprehensive communication job. Thus the two go together as surely as the sun rises each and every day and sets each and every night — whether or not passing clouds may interfere with our vision now and then.

That is it—influencing public opinion through a wide variety of communication channels and methods. Of course the two go together!

Last summer I enjoyed a very pleasant vacation in Jasper, Alberta, Canada. As I proceeded to partake of the many and delightful "things to do" at the Jasper Park Lodge, I said to myself that now for once in my life I could surely escape public relations for a few days at least. I could see no connection between this subject and the bears, the deer, the coyotes, the beavers, the porcupines and all of the other animals which I was seeing; no connection be-

tween this subject and the snow-capped mountains, the beautiful lakes, the picturesque horse-back trails, the fishing, the swimming, the tennis, the golf, the bicycle riding and the hiking which this area offered in such great profusion. But — I was mistaken. No sooner had I arrived than I found that the public relations director of one of the largest corporations in the world was a fellow guest. Deliberately I tried to escape him but one day he ran headlong into me in the lobby, much as to say: "Stop where you are. We are going to discuss public relations whether you like it or not. Come over here and sit down." Weakly I followed him.

### And So We Found . . .

We had a great discussion. We covered most of the obvious points and some that required a slight amount of digging. I was impressed with the geographically great scope of the company operations covered by this director and by the variety of his company's interests. Here is the substance of what my newly found friend told me in response to my direct questions.

(1) The main duty of a public relations man is to influence public opinion and not to concern himself with such things as company policies, practices, objectives and operations generally. "This is management's territory and responsibility. They know what is best. We have a very capable management."

(2) Make your public like what your company wishes to offer to people. "If it is a question of my company making a five million dollar profit this year and not giving the public everything that they would like to have or even might be entitled to have or of making a four million dollar profit and of giving our customers some of these things, I favor the former, if that is what our management wants. I will go out and

I will sell it to them and make them like it."

(3) "Public opinion surveys" are unnecessary because our management knows what the customers should have. (Poppa knows best.)

We have often heard of the reversal of the conventional newspaper story where man bites dog instead of dog biting man. Would it not be an interesting reversal of conventional procedure if the public were to conduct some opinion surveys among business management? Some executives are unfavorably impressed with public opinion surveys but they might be less so if the process were to be reversed a few times. Also, the public might not be any too well impressed by the results of some of its surveys among business executives!

Influencing public opinion or being influenced by it. A two-way street. There is a yardstick for *each* side of the street — for management and for the public. The two groups have complementary responsibilities here. That yardstick is the public interest.

### People Are Disturbed

How close to the public interest is the public opinion influencing or attempted influencing that is going on in, by, and for the business structure? Many people do not object to propaganda as such primarily, but rather to efforts to promote the unworthy cause, the defective cause or the cause that could and should be improved. Many a thinking person knows that this world is full of propaganda, full of efforts to influence opinion. What disturbs many people is the amount of distortion, misrepresentation and inaccuracy which takes place in connection with many propaganda opinion campaigns. Some of these defects occur outside of the business structure but unfortunately some of them are found within it.



The increasing skepticism which some people exhibit regarding business public relations programs is based partly upon the wide-spread increase in the number and size of these programs as well as in the variety of communication approaches which is being employed. This skepticism is also based partly upon the fact that the *dominant* thought in the minds of some — I was tempted to say many — public relations people seems to be that of “influencing public opinion” in and of itself as a welcome and often useful method of accomplishing desirable ends rather than *primarily* upon the procedure of influencing public opinion with the public interest as the guiding yardstick. Here is an important distinction which many public relations people do not yet seem to have grasped adequately.

What people generally would really like to be able to determine in their own minds with reasonable accuracy is the extent to which business public relations programs in general seek to act as neutralizers of inadequate operating practices and to what extent they act as objective transmitters of corporate truth which they are entitled to know in their several varying capacities of customer, of stockholder, of employee, of community, of government and perhaps of many other things. This is the basic doubt that confronts many people today — posing a question mark that seems to be growing larger than smaller in some cases. To what extent do bad external effects which are visible to the public and which are often condemned by them represent bad internal causes which should be corrected?

If surveys were made among representative cross sections of people regarding the one thing which they most wanted, the surveys would undoubtedly reveal that it was “more for less.” There might be a wide variation between the extremes of how little more to how much more and between the extremes of how much less and how little less, but these variations are secondary here. The main point is that the public would pose a challenge to management’s efficiency.

Management — in some instances at least — has not yet faced the basic issue of public relations frankly and squarely. It might be difficult to determine the extent to which some executives appreciate or do not appreciate the basic reactions of an increasing number of people toward business public relations programs in general and as a whole. It seems clear that all business management should face this basic issue because — if for no other reason — the public will force the issue within the relatively near future, probably within five years.

Management should become increasingly careful of the claims which it makes and of the impressions which it seeks to create. It should spend more time on measuring company operations against the public interest. Total performance achieved and total impression created should be brought closer and closer together. The propaganda package should become more and more trustworthy. The public desires this and will some day demand it. Must all of us always be forced to do something that we know that we should do in the first place? But wait . . . What did I hear that distant voice say — “more government regulation”?

CLARK BELDEN, *Executive Secretary of The New England Gas Association*, has been active in public relations circles for many years. He is author of many articles on the subject of public relations, among which is the “*Handbook on Public Relations for Trade Association Executives*”.



# THE WEATHERVANE

By  
GEORGE DICKSON SKINNER

## NEW BUSINESS

**H**ow are you going to get it? Ought you to go after it? Or ought you, like the doctor and the lawyer, to wait for it to come after you?

The question is not academic when public relations men give up opportunities for important and profitable engagements because of a conviction that it is unethical for them to solicit business. Recent conversations suggest that this is happening more often than I, for one, had guessed.

Any man who sacrifices profit to principle commands respect. In so young a vocation as this, however, it is nevertheless useful to examine the principle.

*Printers' Ink* stated the problem (July 30, 1948, pp. 30-31):

"One of the major cleavages among public relations consultants concerns promotion and advertising by the consulting firms. There are two distinct schools of thought: one group is convinced that PR should be placed on a professional basis; the other that public relations consultants should advertise and promote themselves.

"The professional school thinks that the dignity of the work will be enhanced by putting the consultants on the same level as doctors or lawyers. . . .

"The other school, not quite so large but still powerful, feels that advertising and promotion would speed the day of general acceptance of the need of public relations services."

The analogy between public relations and the medical and legal professions is useful in many ways. But argument from analogy is valid only so far as the analogy is exact. Before we can take rules from the other professions and

apply them to our own work, we need to know the reasons for them.

### Medical and Legal Rules

The Canons of Professional Ethics of the Association of the Bar of the City of New York say this:

"It is unprofessional to solicit professional employment by circulars, advertisements, through touters or by personal communications or interviews not warranted by personal relations. Indirect advertisements for professional employment such as furnishing or inspiring newspaper comments, or procuring his photograph to be published in connection with causes in which the lawyer has been or is engaged or concerning the manner of their conduct, the magnitude of the interest involved, the importance of the lawyer's position, and all other like self-laudation, offend the traditions and lower the tone of our profession and are reprehensible; but the customary use of simple professional cards is not improper."

That may be taken as a fairly representative statement of the rule for lawyers. The Principles of Medical Ethics of the American Medical Association merely translate the same statement into physician's terms. Even the phraseology is similar.

The reasons for the rule are much less clear than the rule itself.

The codes and the writers and even court decisions use some inflated language about the professional ideal. The medical code begins with a statement that "a profession has for its prime object the service it can render to humanity; reward or financial gain should be a subordinate consideration." A legal

writer goes so far as to define his own profession as a thing "differentiated from ordinary business by its subordination of pecuniary returns to efficient service."

It would be easy enough to have some fun statements like those, especially if you've recently had an operation or settled an estate. It would be pointless, however, because the whole idea they represent is open to serious attack without any ridicule.

The thought behind them stems from the days when it was not quite dignified to be "in trade." Those were the days when a landowning family lost caste if a daughter married a merchant.

Today even the doctors must realize that no definition can give the "professions" a copyright on service to humanity. They must know that subordination of financial gain is an individual rather than an occupational characteristic. And despite the lawyer's lofty love of his own bailiwick and of the way in which it is "differentiated from ordinary business," he surely knows that even ordinary business must give more or less efficient service today or it will not long have any pecuniary returns to subordinate.

For most purposes, it makes no practical difference whether you tag an occupation as profession or business. But it makes a great deal of difference if you propose to lay down certain rules on the ground that it is or ought to be a profession.

It seems to me that the distinguishing feature of a profession lies in the giving of advice on the basis of special training, experience and ability. Few would deny that architecture, for example, is a profession in the common use of the term. And many, if not most, people would extend it also to accountants, engineers and others whose work consists to a great extent in giving advice.

Under that definition, public relations

is certainly a profession. For that matter, it is a profession under any definition that makes the professional label depend on public service.

Let's agree that, by any definition you may choose, public relations is a profession. But let's agree also that the attempt to differentiate a profession from "ordinary business" on the ground of subordination of pecuniary gain is nonsense.

Then, if that line of argument is thrown out, what reason remains for the medical and legal rules against solicitation?

### "Unto the Third and Fourth Generations"

Recently I have put that question to several well-rated practitioners of law, medicine and architecture. *Not one of them knew the answer.*

Most of them advanced one theory or another, after some puzzled pondering. But there was no instant consensus of opinion indicating common recognition of some principle of universal validity. Legal essays and judicial decisions show a similar diversity of thought.

All you can say with assurance is that the rule has been established for so many generations that the memory of man runneth not to the contrary, neither doth the mind of "professional" man query.

The theories advanced, however, have interest for our purpose. You can file most of them in three pigeon-holes.

1) *Dignity.* This is a favorite. You find it in codes, decisions and essays. It lends itself well to rounded Ciceronian periods. It is also a convenient bridge (with some incidental value as camouflage) over any gap or rough ground in your thinking. Dignity, however, like the subordination of financial gain, is an individual, not an occupational, characteristic. You cannot establish it

by rule or define it by specific acts, as both lawyers and doctors well know.

2) *Stirring up trouble.* A Massachusetts court said (*In re Cohen*, 261 Mass. 484):

"Advertising such as that disclosed on this record is commonly designed to stimulate public thought and challenge popular attention to the end that the business of the advertiser may be increased. It has always been regarded as contrary to sound public policy for an attorney at law to foment litigation or to instigate lawsuits."

As a reason for the rule against solicitation by lawyers, that argument seems sound, and it seems also to be advanced more often than any other. Even though a particular solicitation may not instigate any law suit, courts recognize that to permit solicitation at all is to open the door to the trouble-making sort. And it is to be noted that many, if not most, of the cases actually brought into court deal with advertising of a sort to breed litigation.

3) *Competition.* This argument seems to depend logically on licensing. The State lays down requirements as to training and other qualifications. It examines applicants. Theoretically, every one licensed by the State is a competent practitioner. Moreover, the State restricts the right to practice to those it licenses. Therefore they are, by law, a limited, specially privileged group in the community—the only members of the community permitted to do a certain job, which is recognized as a public service. For that reason they are charged, as a group, with a special responsibility to see that the service is performed. It would be improper for one member of the group to try to get business away from another (since the latter is doing a part of the job for which the whole group is responsible), or to suggest that he is more skillful than another (since all are officially licensed as competent).

## What Public Relations Owes the Public

Does any of this reasoning apply to public relations?

I think it does—in one respect, and one only. Leave aside the fuzz-brained sediment that sometimes muddies it. All of it which is clear and compelling is grounded in considerations of public policy.

When we think of establishing such rules in public relations, we have to look at the question from the same angle. Solicitation of public relations employment does not tend to foment litigation. Much of the work itself tends rather to lessen or prevent types of controversy that lead to litigation. Reasoning based on government licensing has no bearing on public relations. The only consideration which has governed other professions in making these rules and which is applicable to this profession, also, is the basic one—the public welfare.

Will the people be better off if public relations men solicit business or if they don't?

It seems to me that the question answers itself. I believe that public relations, as a specialized occupation, has been called into being by the need for it. I believe that the root ideas of public relations offer the only means of harnessing the forces of capitalism with the forces of democracy and making them work together. I believe that no human institution can do as much for the welfare of this nation and of all mankind as that teamwork can do. I believe that failure to achieve it would mean chaos.

Having those convictions, I believe also that the public welfare requires that every public relations man be a missionary.

There are quacks in medicine, shysters in law and their ilk in public relations. They all do damage, but they are a small minority. Their evil cannot be allowed to hamper the good the rest

can do. Solicitation of business by any man or woman who deserves to belong to the Publication Relations Society of America will spread the gospel of public relations, even when it fails to produce the business. When it succeeds, it spreads that much further the value of the work itself.

The principle which gives validity to the rules against solicitation in some professions works to the opposite conclusion in ours.

It is not only fitting and proper for a public relations man to solicit new business. It is his duty to go after all he can handle.

EDITOR'S NOTE: *The views expressed in THE WEATHERVANE are those of its editor, GEORGE DICKSON SKINNER, and do not necessarily express the editorial policy of the Journal or the official opinion of the Society.*

THE WEATHERVANE is meant to be lively, provocative and stimulating. We hope it will challenge Journal readers and prompt discussion.

## Welcome to New Members

At a meeting of the Executive Committee of the Public Relations Society of America, Inc. held in the Society's offices on September 8, 1948, the following individuals were unanimously elected to membership in the Society, following the required posting of their applications:



### ELECTED TO ACTIVE MEMBERSHIP

**Baker, Raymond C.**—Public Relations Supervisor, N. W. Ayer & Son, Inc., New York City.

**Gellermann, Henry Edward**—Public Relations-Advertising Director, Bache & Company, New York City.

**Neubert, H. Norman**—Public Relations Manager, R. H. Macy & Co., Inc., New York City.



### ELECTED TO ASSOCIATE MEMBERSHIP

**Laffan, Robert**—Assistant Public Relations Manager, Textron, Inc. New York City.

# PARADOXICAL MANAGEMENT

By E. M. CLAYPOOL

Assistant in Public Relations, Illinois Central Railroad, Chicago

IN OPENING a brief discussion of managerial inconsistencies it seems fitting that a trite observation be made. Perhaps it was the renowned, and oft-quoted, Confucius who authored it. Regardless of authorship the meaning has been expressed frequently and upon countless occasions. In substance it is, "what you are shouting so much louder than what you are saying, that I cannot hear you."

For more than forty years management, great and small, has been closely observed by this writer. From the inside, from the outside; as a tyrant, as an executive; as a laborer, as a white collar worker; as salesman to and a salesman for; and on *ad infinitum*, American management has been, and is, a continuing and fascinating subject for study and analysis.

It seems obvious that the high-hatted, big black cigar-smoking, frock-coated gentleman finds himself in the vortex of pressures, restraints, regulations, demands and uncertainties of a fast-changing world. He is still clutching his coat-tails around him. He is proclaiming with lusty lungs that the maelstrom will not drag him down. Instead of expending energy to keep his high hat on, and his cigar dry, he had best toss these and his frock coat away and start to swim out of the whirlpool.

The hard rule of "business is business" has been a justification for policies and decisions which have long delayed the acceptance of management that it is human, as human as man himself. Being human, management is as paradoxical as man. Of course, this condition will continue. Nevertheless, there

are beginning to be signs that improvement in human relationships in business are showing themselves. These are but the first glimmers. There is a long trail ahead.

In a broad sense everybody on the payroll from the chairman of the board to the newest office boy or apprentice, is an employee. Teamwork, coordination and cooperation, based upon mutual confidence and respect, are the requisites for efficiency in performance. Where there is a lack of mutual confidence and respect the team play falls apart. With these self-evident truths generally accepted, it is amazing that management consistently *acts* in ways to undermine the efficiency which it *says* it strives to achieve.

The inconsistency begins at the beginning. Help is needed. People are sought. Inducements are offered. It is a good place to work. Wages are tops. Chances for advancement are offered. Then once on the payroll and into the organization, the newcomer discovers that working conditions are no better than elsewhere, perhaps not as good. Wages are in line, but no better. Advancement comes slowly, and frequently is based more on whim and fancy than upon merit.

In the higher brackets it is usual, more often than not, for a man with special qualifications to be lured away from his position to do a piece of work for which he is specially qualified, and then be hog-tied in his new job by the same management that made the attractive overtures to which he succumbed. It is seldom that this happens wholesale, but recently in this country was dis-

played a concerted departure of a corps of top ranking officers, including the president, because of managerial inconsistency. Individual instances are as numerous as automobile accidents, no doubt, and receive even less public notice.

It is true that never before in American business history have so many aids to company or industry morale been invoked. There are thousands of so-called industrial magazines. Other morale builders include group insurance, hospitalization, athletic associations, service clubs, choral societies, bands and the like. All of these and many more are valuable tools in the program for building and maintaining organization morale.

### Yet Morale Drops

On the other hand, how quickly morale drops to a minus zero when management decides to lay off employees. When this occurs without advance notice and without explanation, not only the ones who are dismissed lose heart, but also those who remain are effected. It is not what is said, but what is done, that counts, and it is just as, or even more, important, *how* it is done.

There are untold numbers of instances to illustrate the wrong and the right way to build loyal, respectful, efficient organizations. Pertinent is the case of the worker who had spent more than fifty-four years of his life in the service of a corporation. He had been honored along with other veterans when he received his twenty-five, forty and fifty-year certificates. He had been dined, had heard officers and fellow-workers laud his record, commend his sterling character and praise his loyalty.

One morning not many months after the last glorification his foreman told him the supervisor wanted to see him. The supervisor told him the superintendent wanted to see him. Finally he

reached the manager's office. This gentleman handed him a letter, which notified him that the medical department had reported that he was not longer able to work, and therefore his employment was terminated with receipt of the letter. A few days later he received a nice brick note from the president, who said he was sorry to hear of the old-timer's decision to retire, and wishing him well in the restful years ahead.

### With What Results?

Is it necessary to ask whether this unceremonious departure after a half-century of service made the old-timer happy or sorry? Is it necessary to ask whether several hundred friends and associates knew the manner in which he did his leave-taking? Is it necessary to ask whether this stimulated youngsters starting the long road, or whether it retarded their interest?

During the late thirties there was announced a program of closer association between officers of the company and leaders of the several labor organizations holding contracts. The industry is closely regulated by government, so that the association was primarily of a social-business nature. Labor and management attended dinners and luncheons together. The same literature, reports, etc., that were sent to representatives of management went to union representatives. Respect for the ideas of all resulted from the close personal acquaintances that developed with the erasing of the invisible barrier between "the boys" and "the brass."

The plan was working because diplomatic care was given it. The company received accolades for a progressive step. Then in a few short weeks the efforts of several years were nullified.

This concern was faced with a labor shortage during the war. The displaced persons department of the federal government suggested to the employment



department that perhaps the company could use some of this help. The company, when approached by its employed people, agreed.

### Understanding Was Missing

The first inkling to employees of the company or their representatives came when the displaced persons appeared for medical examination. The word went down the line. When the newcomers were taken to the place where they were to begin their assignments, organized employees immediately refused to work. To avoid a strike the group was taken to another department. A similar experience occurred. By this time the heads of the unions had been informed by their members. They met in closed meeting and passed a resolution disclaiming any responsibility for any acts of their members should the displaced persons be put to work.

Now for a brief analysis. The closeness which had grown up between the members of the official family and the union leaders came to an end because of the crisis brought about by what appeared to labor representatives as an effort to "go around them." Other places of employment had to be found for the displaced persons who had been brought across the continent from internment camps. Accusations of disloyalty were leveled at innocent workers. The cordiality bred of confidence disappeared and several strikes were called against the concern, which had heretofore enjoyed excellent employee-management relations.

Paraphetically it might not be amiss to point out that all of this could have been avoided by acting in accordance with the announced policy instead of "just acting." For one thing, there was no reason for keeping the action quiet. Had the announcement been made publicly, as well as to all the employees,

that the company was in need of labor, that the federal government had asked it to use displaced persons, and that as a contribution to the over-all war effort, the management with the approval of the workers was responding to the emergency, there would have been only favorable reaction.

Undoubtedly one of the greatest of the inexplicable conditions that exists in most big organizations is the lip service paid to the American way of life, while business is operated on the dictator plane. As in the Government of the United States, there is an increasing tendency to center authority in the one man who is the nominal head. Final approval of many minor activities rests in the hands of the "chief." Usually he surrounds himself with men who know that the way to get along with the boss is to tell him only the things he likes to hear. Occasionally some brash fellow accepts the invitation to volunteer ideas. He soon learns that the big fellow does not want new ideas, but the expressed approval of his own. There are political leaders who operate on the same precept and their governments are not recognized as democracies.

It is quite natural that business leaders should be lacking in the humanities. Most of them come up through the ranks and know the material rather than the intangible. A quarter of a century ago there was a pat little story among advertising men to the effect that the president of a company would visit the site of the construction of a new \$100,000 building every day and sometimes several times a day to see that things were being done right, but that same man would turn over a \$1,000,000 account to an advertising agency and forget all about it.

A corporation being a figment of law, it is natural that the officers should be more aware of law and authority than

(Please turn to Page 38)



# *The "Wise Owls" are Born*

By ROY de GROOT

President, Roy de Groot Consultants, Inc., New York

THIS IS A REPORT and a thank you to the many members of the Public Relations Society of America who gave me their advice and constructive suggestions on the national campaign for the Wise Owl Clubs of America. I felt such a deep responsibility in planning this public service campaign for eye safety in industry that early last month I sent a questionnaire to PRSA members asking them for their advice and suggestions. So many responded with so many ideas that were incorporated into the basic plan and so many asked for more detailed information than it was possible to give them at that time, that I am now offering this report in the form of an advance printing of an article which is being prepared for a national magazine. Again my best thanks to PRSA members for their encouragement.

THE SCENE is the metal foundry of a great industrial plant that makes heavy castings and freight cars for the railroads. The tongues of flame lick out from the cupolas. The air is heavy with smoke and heat—vibrant with the roar of fire, the hiss of molten metal running

into molds, the high whine of the grinding wheels that clean off the rough edges from the casting.

Leaning over one of the heavy grinding machines, his hands gripping a casting of a railroad car brakeshoe, slowly turning it, his face glowing in the light of the flying sparks, is a heavy-set powerful man, an expert grinder, Joe Folks. Suddenly—a crack like a whip—the man's head is flung back as if by a blow in the face—he lets go—the grinding stops—in the flash of a second or two, he pulls off his safety glasses—feels his left eye for blood—looks up into the light to check if he can still see—finds he can—then looks at the shattered glasses in his hand. Such accidents happen so fast, that realization comes, it seems, only minutes later. Obviously a twisting chip of hot metal had flown off from the casting and smacked bang into Joe's left safety glass. The glass held and the eye was saved. The look on his face turned from staring horror to amazement and the pale aftermath of severe shock.

Joe Folks had been working at his job for seventeen years in the St. Louis foundry of the American Car and Foundry Company. He had had a good many near shaves—a good many pairs of safety glasses broken—but nothing had ever shocked him like this one. He took a couple of days off and rested—and thought. Joe's company had been a vital cog in the United States war machine, and Joe had had a chance to talk to a few R.A.F. and Air Corps pilots. He remembered asking one of them about the tiny gold caterpillar that was clipped on just as if it were crawling

ROY DE GROOT has for the past three years been head of the New York firm of independent public relations counselors. Previously he was on the staff of the "New York Times," the March of Time, and was in Europe as reporter for Pathe Newsreel. He did war service in the United States Department of State. One of his firm's clients is the National Society for the Prevention of Blindness, and this article refers to the development of the Wise Owl Clubs for the Society.

up the lapel of the uniform. It was the badge of membership in the "Caterpillar Club" or the "Silkworm Club" and could be worn only by flyers who had actually saved their lives by "hitting the silk", by making a parachute jump from a plane out of control. To tens of thousands of young fliers the little gold caterpillar was a daily reminder to check the parachute harness before taking off.

### The Idea Is Born

From that flash of memory, Joe Folks got his idea. When he got back to work, he talked to the safety supervisor at the plant. They talked it over, and that night at home Joe wrote a letter to the editor of the plant magazine:

"Dear Bill:

For seventeen years I've been wearing my safety glasses and" never thought much about them. But now that they've saved my sight, I feel like one of those war pilots who were members of the Caterpillar Club. I wonder how many other men there are in the Company as lucky as me? Why couldn't we all belong to a club and wear a badge like the caterpillar. Let me know what you think.

Yours,

Joe Folks"

From here on, events moved almost as fast as on the day when Joe had his accident. The St. Louis plant magazine printed his letter. Other plant magazines picked it up. Safety men in other plants heard of the idea and began asking about it. Meanwhile, the A.C.F. Safety Director in New York, F. H. Humphreys, was working overtime planning the details for the immediate adoption of Joe's proposal. A badge was designed—an owl wearing safety glasses—and the name chosen—"The Wise Owl Club."

Wise Owl Clubs were formed in all A.C.F. plants. There are no membership dues, but the rules are strict. The glass of the safety glasses must actually be cracked — although the case-hardened

glass is very tough and obviously many a hit that fails to crack the glass might still have cut the eye to pieces. A Wise Owl committee at the plant checks the details of each accident and application for membership. When the new applicant is approved, there is a presentation ceremony in the plant by an official of the Company, with production lines stopped for half an hour, so that the crowd can gather around. There is a short welcoming speech in which the new member is asked to become a missionary among his fellow workers. Thus the Wise Owl Club becomes a constant reminder of the need for eye safety.

The biggest ceremony of all was when the safety director of the company went down to St. Louis to present a check to Joe Folks.

### The Wise Owls Grow

A.C.F. found that there were 76 men qualified to be charter members with Joe. Some had broken as many as five pairs of safety glasses. One man, who had been with the company for 29 years, had broken 26 pairs. By last month (September 1948) the membership of the A.C.F. Wise Owl Clubs, was up to 142. To the men this represents 142 pairs of eyes saved. To the company it represents a direct saving in average compensation of \$355,000. During the period that the Wise Owl Clubs have been operating, the actual cost of the safety glasses provided for all the men in all plants was \$33,000.

By now safety men all over the country were clamoring for an extension of the Wise Owl idea to other industries. Insurance companies wanted to develop it. Makers of badges wanted to take out patents on the Wise Owl design. But the A.C.F. management wanted to make sure that Joe Folk's idea was not commercialized. It was decided finally that all rights to the Wise Owl

(Please turn to Page 39)

# The Place of Supervision In Good Employee-Public Relations

By GEORGE M. CARNES

Public Relations Consultant, New Orleans, La.

SOME RECENT EXPERIENCES with employee-public relations in which I was the public, have made me a complete convert to the ranks of those who place the importance of employee-public contacts high on the list for good public relations. Furthermore, I agree with those who hold that the weak spot in the line from company policy to public contact is in supervisory selection and training.

I went to a large grocery chain's supermarket to get a dozen bottles of Coca Cola. My empty bottles were in a plain split basket which obviously had no false bottom and in which there was no more possibility of concealing a package of toothpicks than hiding a watermelon. But before I could pass the barrier that separated prospective customers, shoplifters, and kleptomaniacs from the merchandise, I had to leave my bottles *and basket* with a woman employee strategically placed to relieve one and all of their suspect packages and containers.

She gave me a scrap of paper on which she scribbled with a stubby pencil, "12 bots" and directed me to the rear of the store, "last aisle, other side." Now distances in a supermarket are super, and by the time I got to the place where the cokes were stacked in twenty-four bottle cases, I was almost a full half-block from the lady who gave me my passport — but there were no handy six-bottle cartons, as I was assured there would be, and nothing else to carry twelve bottles in. My basket and the

heavy wire ones the market supplied were a block away (round trip)!

I returned for *my basket* but, no, I would be required to take one of the company's approved wire baskets, make another block round-trip, leave my purchase with the cashier, return to the lady on guard, get *my basket*, carry it around outside of the barrier, and then, the cashier would accept my money and let me transfer the cokes to *my basket*.

Sounds ridiculous?

Of course it does. I was the customer, and I was to be required to do all that work to make a purchase at exactly the same price I would pay anywhere else. It was the way the company system worked — suspicious, arrogant, inflexible. Or at least that was the way the lady understood it! "That's the rule, mister," she said.

What was wrong with the system was that the lady employee and the customer were too far removed from responsible management. The company either had not provided for employee supervision at the point of customer contact, with authority to translate its policies from mimeographed inflexibility into terms of reasonable exceptions; or, if the store manager did have authority to make such exceptions, the company had failed to follow through to see that employees were trained to try to restore the human touch to the lifeless impersonality inherent in a mass distribution system.

The employee did not offer to call the manager or in any other way make amends for the trouble and delay I had

been put to; the rules evidently said the customer had to use the company supplied baskets or none — or else.

With me it was *else*. I took my bottles in my basket and went to a neighborhood store where the proprietor personally exchanged the empty bottles for full ones and even offered to have his helper put the basket in my car.

When I related this experience to my wife, she said, "That's why men don't like to shop. You resent the treatment you get, and you rebel at regimentation either as it affects employees or customers. Women are used to it. We are accustomed to doing what we are told;" — by stores, she meant, and I knew it!

Maybe they are used to it, but that isn't making them like it. At the 1948 annual convention of the National Retail Dry Goods Association, a considerable part of the program was devoted to discussion of the need for better public relations in retailing. This was inspired by the results of a survey, which reportedly showed retailers' public relations had a low place in the public estimation.

This is a matter of concern to all business, for by far the greater part of the contacts most women have with "business" is with retailing. Such being the case, when business has need to call on its friends to stand and be counted, the women are very apt to be missing.

Another experience illustrates not only poor public relations as a result of negligence in supervision and inspection, but also shows the far reaching effects and devious ways of any kind of public relations.

This concerns a resort hotel and beach cottages. The physical plant is excellent — or was; there are now many indications of lack of proper maintenance. There is no doubt this neglect and worse, a lack of cleanliness, is directly attributable to faults of supervision and inspection.

As a consequence, our recent stays, first at one of the hotels and then at the beach resort apartments, have been less pleasant and less satisfactory than the rates, the advantages of location, and the structures themselves seemed to offer.

### No Mystery

The reason is no mystery. It is as simple as this: line employees on the lowest level (a nondescript aggregation of maids) are left to maintain apparently their own standards of sanitation, cleanliness and maintenance. There is no evidence of systematic supervision and inspection.

As a result, accommodations are not properly cleaned before new guests check in, maid service thereafter is on irregular schedule, and mostly administered on the basis of a lick and a promise. Missing items of inventory in the housekeeping apartments go unreported and unreplaced. Requests for proper service made to those next in line of authority meet with indifferent results; in fact, the whole attitude is one of indifference.

The facts as I have related them (and ours was neither a unique experience nor was our reaction different from many others with whom we compared notes) are all the more disappointing and difficult to reconcile because the impression is widespread that these properties are owned and operated by large interests of national (actually, worldwide) prominence.

This impression fosters the further one that any operation by so renowned a business family is bound to be high class and in keeping with their outstanding reputation. But because of a lack of proper supervision of employees, these places completely fail to measure up to the reflected glory of the good name with which they erroneously have become associated.

Here is the catch: the resort properties are *not* owned by the company, but are personally owned by one of its top executives. The reputation of the company name is so dominant, however, that it has attached itself in the public mind to private operations of a member of its official family.

Good public relations is such a vulnerable thing that devious are the ways by which it may be affected. The erroneous belief persists that the company is responsible for a second rate operation, and public relations-wise, it is taking the rap.

Let's not lose sight of the cause, however, in this sidelight on effect. The fact remains that in the operation of the resort properties, just as in the case of the supermarket, the customer and the employee are too far removed from top management, and the only way they can be brought close enough to assure good public relations is through tightening up the line of supervision.

These two examples will probably serve to bring to mind similar experiences encountered by every reader. Laundries can usually be counted upon to provide weekly examples of poor supervision and inspection. Automobile repair service is notable for its transgressions. It has got to the point where it is difficult to name any class of business which is outstanding for its record of effective and consistent control of the final execution of its policies. It is not because of the intentions of management that its employee-public relations is not good. It is because good supervision is lacking.

When we realize how important quality of product and service is in creating and maintaining good public relations, the need for the highest type of supervision and inspection all the way down the line becomes a paramount consideration. No matter, therefore, how far from personal administration and training the public relations man may be on the company organization chart, he should be found at the side of the personnel man in urging more attention to supervisory training.

The teaming up of personnel and public relations people to get the proper emphasis on the key place occupied by supervision may not seem to have produced the results it should. There is still much room for improvement. That, however, may not be altogether the fault of top management. Neither personnel nor public relations people have yet entirely succeeded in their first job of getting their fields of operation on the same level with production, procurement, sales, and finance in top management thinking.

Much of the sense of frustration that assails personnel and public relations workers is attributable directly to top management attitude. The disposition to *blame* management, however, is only delaying the accomplishment of a change in habits of thought that will give personnel and public relations equal status with other management problems. This is an educational job, and it will not be made any easier by carping at management. We have to put ourselves on their side and get their point of view. It is a public relations problem, and top management is our public.

*GEORGE M. CARNES was born in Texas and educated at the University of Texas and Columbia University. Before establishing his own public relations office in New Orleans, Louisiana, Mr. Carnes was engaged in public relations work in commercial organizations and public utilities.*

# PUBLIC RELATIONS

## — A Challenge and An Opportunity

By THOMAS W. PARRY

Senior Partner, Thomas W. Parry and Associates, St. Louis, Mo.

THE PUBLIC RELATIONS counsel is in the middle of an era of abundance. His services are in greater demand today than ever before. More frequently than not the corporations and organizations that seek his advice are not willing to follow it. They want an end result, but seek a magical short cut to attain it. They want public approval, but are unwilling to pay the price to deserve it. Which is another way of saying that they want to have their cake and eat it too. There are, of course, many notable exceptions; they are, in my opinion, in the minority.

The public relations counsel is in an advantageous position to achieve real professional status and maturity. Whether he does it or not depends upon his determination to fight for the principles he knows are right — right for his client and for the public welfare. If he does so, he will continue to increase his stature, he will gain the solid respect of the businesses and industries he serves, he will render an intrinsic public service — and he will swell his bank account. But if he relaxes his convictions as a matter of temporary expediency, he will do a disservice to the client to whose pressures he gives in and he will boot his professional opportunity for a golden mirage.

The greatest challenge facing the public relations profession today, I believe, is the challenge to have the courage of its convictions: to insist that positive, intelligent action serve public welfare and promote the axiom that such action is the only avenue which will lead to public approval and cor-

porate welfare. It's a tough challenge. It's tough because, for one thing, lots of corporate executives who can not or will not realize what is going on in the world are anxious to spend good money for superficial (yes dishonest) "public relations."

Before we take a look at the record let me again underscore the fact that hundreds of companies today are adhering to a sound public relations policy. They have stated a set of principles by which they intend to live and their actions are consistent with those principles. We are privileged to represent some of those organizations. But for every company that is doing an intelligent public relations job there are probably ten whose so-called public relations is a case of much talk and little do. Let's take a look at some of these. Obviously the cases I cite are drawn from personal experience. Some of them might have been, but never were, clients of ours. One or two are accounts from which we have resigned. Why? Simply because we believe it is contrary to our own welfare, regardless of the monetary compensation, to continue representing an organization which persists in actions that are contrary to its own and the public welfare.

Public relations, it has been said on countless occasions, begins at home. Unless corporate policies and practices are such as to command the respect and pride of employees, it is pretty futile to try to win the approval of customers, stockholders, lawmakers and opinion leaders of the community.

Consider, then, this case of manage-



ment-employee relations: A company whose products are sold widely to consumers and whose employees deal daily with thousands of consumers in their homes, was forced, through reasonable economic circumstances, to discharge a number of employees. A list of names, representing young men who were lowest in the order of seniority, was submitted to the union. The union approved the list with the stipulation that the company also discharge another employee who had worked for it for thirty years. His record was perfect. He was a union member in good standing and continues to be. He is between fifty and sixty years old. His customers swore by him; he had been serving established residents of the same neighborhood for many years. But he was in the disfavor of union officers. The company's public relations officer pleaded with management to refuse the demand. He pointed to the fact that the company was without either legal or moral cause to discharge the man. He explained that human relations is more than a catch-phrase. He bet his job on the prediction that the union would withdraw its demand if the company promised to stand on its hind legs and place all the facts before the public. He assured management that the company would lose customers and damage its reputation throughout the entire community. But management acquiesced to the union's demand, excusing itself on the grounds it had found another job for the man in a different industry. Many customers quit the company. Others phoned to protest; some wrote bitter letters which were published in the open columns of daily newspapers. Rumbles are still heard, although the action is now three months old.

#### **Another Example**

The president of a manufacturing company had been discussing with me

the need to improve employee morale in his plants. There were slowdowns, spasmodic walkouts and absenteeism. He finally concluded — and these are his words — that "the most important factor in effective management-employee relations is the development of a few key foremen who know how to dispense favors judiciously to workers." Not industrial spies — perish the thought! Simply "loyal employees" who report "subversive practices" to management. I do not know whether employee morale was ever improved or not. I do know the company was voluntarily liquidated some months ago.

#### **Plays Hob With Morale**

In another organization with which I am familiar there is a total lack of any company-wide employee relations policy. Individual supervisors and department heads are free to make their own rules. This situation is playing hob with employee morale and output in one large department where employees are treated like juvenile delinquents and where even the laws of nature are regimented. The four hundred employees in this department are required to submit a written excuse if they are as much as one minute late for work. They are permitted — by edict, mind you — to go to the bathroom once in the morning and once in the afternoon. The men are not permitted to smoke in their offices, although they can walk into adjoining departments and see the other eight hundred male employees in the company's home office smoking at their desks whenever they choose to do so.

Until very recently the employees of a medium-sized bank were not permitted to carry savings or checking accounts in the bank in which they worked, because, in the words of an officer, "they had access to the books." When, on the insistence of the public relations department, they were finally



permitted to patronize their company, it was over the vigorous protest of the nineteenth-century officer who still thinks "you shouldn't put temptation in front of people." A man, in other words, is guilty until he's proven innocent.

It is not alone in the realm of employee relations that too many companies still resist forthright, positive action. Procrastination, indecision, secrecy, and moral dishonesty characterize the actions of some in their relations with newspapers, stockholders and the general public.

One consumer industry which has been severely criticised by consumers, press and government authorities has for years blindly refused to divulge its costs of doing business although all three of those groups have urged it to do so time and again. Its profit margin is extremely narrow and it has not the slightest thing to hide, but it is doing a magnificent job of making it appear that it has. When a citizens' committee was appointed by municipal authorities to investigate the industry of which it is a substantial part, the company declined an urgent invitation to appear before that committee.

Consumers once organized a buyers' strike against another industry. Newspapers naturally wanted to publish the effect of the strike. It was legitimate news. The query, in any event, called for a forthright answer. The full facts, in my judgment, should have been stated. At the very least, the company should have stated quite frankly that it had lost some customers as a result of the strike, but thought it unwise business policy to divulge the number. But this is the conversation that took place between the public relations counsel and a top officer of the company:

"Tell them we don't know if any customers have quit," said the company executive. "We haven't had time to check up."

"The newspapers won't believe that," replied the public relations counsel, "the public won't believe it and I know, for a fact, it isn't true. Furthermore, it will make your company look pretty ridiculous."

"Well, tell them we have no way of knowing whether the loss of customers is due to the buyers' strike or people being away on vacations."

"They'll laugh at that one, too."

### A Hard Lesson for Some

It's going to take a serious jolt, I fear, for some executives to learn that forthrightness and honesty are matters of enlightened self-interest as well as good morals.

The vice-president of another consumer industry is convinced that his public relations director is "subversive", or "traitorous", or completely stupid because he consistently refuses to make a plain fool of himself and his employer by sending gifts to newspaper editors and reporters. I once heard him speak to his public relations director this way; "The mistake you make is in not getting editors under obligation to you. I've told you time and again that whenever you want a dozen pounds of butter or a ham I'll have them for you. Now of course the editor will say he doesn't want it, but you just say okay it will be at your house and you won't know who sent it."

When he looked my way for the confirmation he emphatically didn't get, he simply shook his head in resignation to his conclusion that the world today is in one bad fix.

What about community relations? A company once conducted a survey among opinion leaders in several plant communities.

A school teacher said: "We at the school have no contact with the company. It doesn't take an active part in the community."

A preacher said: "I wanted to hold a brief prayer meeting at the plant for the men. It was a day set aside nationally for prayer. The two bosses said 'no,' to come back some morning at 7 o'clock. The company takes absolutely no interest in the community. They don't know that it exists."

The man who operates the service station and lunch room said: "Why that company won't even let the kids play baseball on their property. They own the only decent place around town for a diamond. Talk to their employees; their employees will give them a bad time."

The man who runs the general store said: "That company doesn't give a hang about the town. They're hard to get along with. The officials of that company have never once shown themselves around here to sit down with us and talk about the town's problems and needs and how they could work with us in doing something about them."

Concrete recommendations were made for positive action. Both the recommendations and survey, for which good money was paid, are still gathering dust after two years.

Because of the very nature of his work, the public relations counsel must, I believe, limit the number of his clients. He cannot skirt the edges and do a meaningful job; he has got to become a very real part of the organization he represents. By the same token, he must resist the temptation to swell his annual income by accepting casual employment, if he expects to attain real pro-

fessional status and maturity and if he expects to do a sound, substantial job for his clients.

A junior financial officer of a heavy industry invited me to lunch with him the other day. He showed me an editorial from a national business magazine. It was urging the industry to explain the profit system to its employees. The president of the company had handed him the editorial and given him the assignment to "get a letter written to employees to get this message across." What would we charge the company to "do that job?"

Had the president ever before written a letter to employees? No. Had employees ever been given a report of the year's operations? No, indeed. What was the general feeling between employees and management? Not too good. Employees had gone out on strike several years ago and management did not feel they deserved too much consideration.

What would we charge them to write that letter? We wouldn't touch it with a ten-foot pole because that letter would accomplish a little less than nothing. The typewriter will never be a shortcut to mutually fair and profitable employee relations.

The public relations counsel today is in a significant position to promote the welfare of his client and protect the American system of capitalism — to render a great public service. Whether he does it or not depends upon his determination to fight for the principles he knows are right — right for the public welfare and right for business and industry.

THOMAS W. PARRY, graduate School of Journalism, University of Missouri; extensive newspaper reporting, editing and publishing experience. In 1931 founded Thomas W. Parry and Associates, an affiliate of Baldwin and Mermey in New York City. Mr. Parry is a member of the Public Relations Society of America.

# A STOCK EXCHANGE HITS THE JACKPOT

By CARLTON A. JOHANSON

Account Executive, Doremus & Company, San Francisco

REGIONAL STOCK EXCHANGES—Chicago, San Francisco, Boston, Los Angeles, and the others—have been struggling for years to build their public relations. That these exchanges are a very necessary component of the free enterprise system is apt to be apparent only to the investment fraternity and the bigger security buyers. To the public at large and to the average investor, they perform some nebulous function and get paid too much for it.

The regional exchanges just haven't the money to buy advertising space. They talk about public relations, know how badly they need it, but limited budgets have been an impediment to much activity.

This year the San Francisco Stock Exchange did it — and without outside professional counsel. The "big push" grew out of some experimental efforts made in 1947 and put into effect early in 1948. Once a month the Exchange sponsors a visit to an industrial corporation whose securities are listed on their accounts. These trips were conceived to bring members of the Exchange and their employees face to face with the present day development of West Coast industry. The public relations angle was this: the efficiency of management can best be appraised by visual inspection. The local banks were invited by the Exchange to send representatives, and the financial editors and writers of the San Francisco and Oakland newspapers were also invited to make the excursions. By actually going through factories, meeting and talking with top

management, they could form their own opinions of modern manufacturing techniques, the labor outlook, new products under development, and the probable trend of sales and earnings.

The first trip was in March. By chartered busses and private cars some seventy-five, including Exchange members and employees, representatives from every metropolitan newspaper and most of the banks, took off from the Exchange. Arriving at the Richmond plant of Rheem Manufacturing Company at 2:00 P.M., they were given a brief welcome by the plant manager. Guides conducted them in groups of six or seven through the plant. Step by step they watched the manufacture of 55-gallon steel drums, used for shipment of petroleum products, chemicals, paints and food. This plant, at the height of the Pacific campaign, ran five complete drum lines night and day, and turned out more drums than any other plant in the country. They saw five-gallon paint and grease pails rolling off an almost completely automatic line, observed galvanized tanks for water heaters, rural water systems, underground storage and septic tanks in all stages of fabrication.

At the conclusion of the plant tour, refreshments were served in a large hall where the Rheem Company had set up a complete exhibit of all its products, and those from the other Rheem plants as well. Short talks were made by top management and sales executives, and a twenty-minute movie in sound and color, depicting the company's growth and overall operations,

was exhibited. Although originally scheduled to leave at 4:30 P.M. there was so much interest in the display that the first bus didn't leave for San Francisco until after 5:00 P.M.

The following month they again crossed the bay by chartered bus to visit the two plants of the Marchant Calculating Machine Company in Oakland. At Plant 1 they saw the largest battery of automatic screw machines west of Chicago, they saw punch presses, multiple spindle screw machines, heat treating and plating equipment turning out the thousands of intricate parts that make up the complex mechanism of a modern calculator. Next, they visited nearby Plant 2, where the parts made in Plant 1 are assembled into finished calculators. This highly specialized assembly process is skilled craftsmanship at the level of fine watchmaking. Again, after the tour, refreshments were served at the plant cafeteria, where the party was addressed by Edgar B. Jessup, Marchant's president. The visitors were interested to learn that Oakland is the calculator capital of the world—more than two-thirds of the world's output of automatic electric calculators originate in the East Bay. On display was the complete progression of Marchant calculators from the 1910 model, which was the first American calculator, right up to today's models, including the first electrically driven model and the first model with automatic multiplication. A battery of the newest fully-automatic models was put through its paces by members of the Marchant sales staff.

### The Big Push

The success of these first two trips exceeded expectations, and gave the Exchange just the courage it needed to try a *super-excursion*. The May and June trips were rolled into one—a three-day tour of the Pacific Northwest by air.

The entourage was scheduled to take off for Portland on Wednesday evening, June 2, using regularly scheduled UAL flights. However, the Columbia River had plans of its own, and flooded. On Monday preceding departure it was thought that the complicated airline reservations and hotel accommodations at Portland and Seattle—the result of tedious planning — might have to be canceled. Telephone calls to Portland informed the Exchange that only one plant on the tour was closed down by the flood. To protect themselves against any criticism for going into an area where there was suffering and shortage, the Portland Chamber of Commerce was consulted. They assured the Exchange that the trip need not be postponed.

### The First Leg

Ronald Kaehler, President of the Exchange, and Carl Schick, Manager of Public Relations, were in charge of the tour. Twenty partners and representatives of member firms and seven bank officers went at their own expense; and six financial editors went as guests of the Exchange. Leaving Mills Field at 8:40 Wednesday evening, they had to put down at Salem, Oregon; the Portland airport was not receiving planes. By the time a bus took them the sixty miles into Portland, it was 1:30 in the morning. Undaunted, they helped the working press bang out and file their first stories, and ended their day at 4:30 A.M.

Leaving the Hotel Benson at 9:00 in the morning, a chartered bus took the party to the West Linn plant of Crown Zellerbach Corporation. After spending the morning watching newsprint, coated stock, and pulp roll off the lines, they were treated to a buffet lunch in the company dining room, where executives gave short talks and answered questions.

After lunch they proceeded to the

Doernbecher Manufacturing Company, makers of low-priced household furniture on a production line basis. After this tour they just had time to go through the adjoining plant of the Hyster Company, makers of handling equipment for the lumber industry: straddle and lift trucks, logging archers, tractor donkeys, winches and the like.

After shower baths and other soothing treatments, the party was taken to the Arlington Club for dinner, where they met fellow investment dealers, bank officials and industrial leaders of the Portland area.

### Seattle

The next morning (Friday) they had to leave the hotel at 6:45 in time to pick up their DC-6 for Seattle, scheduled to leave Salem at 8:50. Flying at 1,500 feet over the flood area was an experience the visitors will long remember. Arriving at Seattle airport they were met by a new type of bus, manufactured by the Kenworth Motor Corporation, a subsidiary of Pacific Car and Foundry Company. The first stop was the Renton plant of the Pacific Car and Foundry Company. Then they were driven to the Kenworth plant.

Next on the schedule was Boeing, where they inspected the new strato-cruiser and also saw the B-50, a new version of the B-29, and the famous jet-powered XB-47 rake-winged bomber.

Returning to Seattle, the party attended a dinner at the Ranier Club, similar to the preceding night's gathering at Portland. By this time, even the rugged were beginning to feel the strain of miles of plant tours, luncheons, dinners and practically no sleep.

An early Saturday morning flight took them to Bellingham for a visit to the Puget Sound Pulp and Timber Company. This very modern plant is the last word, particularly in the conversion of waste

material into industrial alcohol and other by-products.

After a luncheon at the Leopold Hotel, where they met a group of Bellingham industrialists, the final plant inspection took place at the Bellingham Plywood Company, where they saw all phases of plywood manufacture. Leaving the Bellingham Airport at 4:00 P.M. and later switching to a DC-6 at Seattle, the travel-weary group were happy to see the lights of San Francisco.

Ronald Kaehler, President of the Exchange, I quote as follows: "We arrived at Mills Field at 9:10 Saturday night, which was ten minutes early and maybe you don't think we were a tired lot. This was no junket. It was one of the most educational and informative trips I have ever taken. The entire group feels the same way and is looking forward to another such excursion to some industrial or mining center which will be taken after the vacation period. Not only did we make new acquaintances among the industrial and financial leaders of the Pacific Northwest, but we got to know the financial writers and even each other a great deal better, which is what makes an organization like the San Francisco Stock Exchange tick."

### The P.R. Aspect

Now for a quick summation of the public relations aspect. First and foremost, as any public relations man in the San Francisco area and in the Northwest will tell you, the newspaper lineage devoted to every one of these excursions was powerful. Advance stories preceded each trip, followed up by complete and detailed stories, many of which used cuts. For a period of over a week, the editors who accompanied the trip to the Northwest devoted their entire columns to the events of the tour and the industries visited. The Exchange has never had such a favorable press. The

companies visited received excellent coverage.

### Results That Count

A good many thousands of employees found out first hand that brokers are just like other people and don't even vaguely look like bears, bulls or city slickers. The brokers found out that industrial management has no green pasture in which to luxuriate, and they also found out that the average American industrial worker has reached an intelligence level that is both surprising and gratifying.

*CARLTON A. JOHANSON, account executive at Doremus & Company, San Francisco, has had wide experience in advertising, public relations, investment banking, and industrial management. He received his education at the University of California, Berkeley, class of 1927.*

---

## Paradoxical Management

(Continued from Page 25)

of persuasion and selling. Law is based upon force.

A crack has been made in the coldness of corporation operation. Some rays of light are filtering through. More each day there is evidence that management is beginning to recognize human being as the most important part of the

The financial men that took these trips report that their clients and prospective clients have been button-holing them constantly, wanting to hear all about the trips and the companies visited. The officials of the Exchange likewise have come in for their share of the attention, and report an interest far above expectations.

This brainstorm goes far beyond a volume of press clippings. It's a down to earth program to get capital, labor and management pulling in the same direction.

world in which we live. Nevertheless, more common sense and less common law would aid in bringing about the day when business — big and little — will woo the good will of its employees, its owners, its creditors, its customers by being what it tells the world it is; ceases to talk, live one way and act contrariwise.

---

## Shall We Contribute?

(Continued from Page 8)

- (c) Don't think you are going to save free enterprise over-night by writing a check.
- (d) Don't believe any short-term program is going to sway public opinion too much. Your competition is rough, as judged by the United

Electrical Workers' recent film.

Shall we support it? The way public relations people help answer this ques-

tion for management will in large measure determine the success which industry can expect through its cooperative efforts in the war of ideas ahead. How it is answered may decide whether industry will dissipate its efforts and monies on various divergent sallies or concentrate them on an effective coordinated offensive for the improvement and preservation of our "American Product" on the national and international scene.



## New Books of Interest to Public Relations Workers

THE BOOK REVIEW SECTION in the *Journal* will again make its appearance in the November issue under the editorship of Chace Conley. It will be the province of this department to review current literature of interest to those in the public relations field. Many of the volumes reviewed will not be public relations volumes *per se*, but all will deal with some facet of a public relations person's work and interest.

Miss Conley is well known as an author, lecturer, newspaper woman, and president of the public relations firm of Chace Conley Associates of New York City. In the past ten years she has acted as public relations consultant to a score

of America's top flight leaders and industrialists and has been associated with corporate business here and abroad.

Born in Hampton, New Jersey, Miss Conley was graduated from Georgian Court College; studied at Columbia University, the Sorbonne, and the Hay Conservatory of Music. She was a newspaper writer for eight years; headed a Connecticut news service, Capitol News; and has engaged in public relations activities since 1935.

Books reviewed in the *Journal* by Miss Conley and her staff are available to members and *Journal* readers through the Society at publisher's prices.

## The "Wise Owls" Are Born

(Continued from Page 27)

Clubs idea should be transferred for the purpose of nation-wide development to the National Society for the Prevention of Blindness, a non-profit private agency, which for the past forty years has been working for the conservation of vision.

This month, October 1948, the Society is launching the Wise Owl Clubs on both a national and an international scale at the National Safety Congress in Chicago, before eighteen thousand delegates, including safety men from all parts of the United States, from several Latin American countries, from Canada, Great Britain and from lands as far away as India, China and Japan. There are now many signs that Joe Folks' idea may become an international movement—what one safety man has called "a great new incentive tool for eye safety."

FROM THE FIRST MOMENT, several months ago, when the Executive Di-

rector of the National Society for the Prevention of Blindness, Dr. Franklin M. Foote, told me of the offer by A.C.F. to transfer the rights of the Wise Owl idea to the Society, I have felt a deep responsibility in helping to guide a movement with such wide implications for the public good. To me, the birth of this movement has a deep significance. It comes up from the grass roots. It was born out of the collaboration of labor and management. Then, when the time came for its development, it was entrusted neither to a government department nor to the motivation of commercial profit. It was passed on to a great social agency, founded and guided by men and women whose only reward for their efforts is the satisfaction of a deep devotion to the welfare of all people, of all colors, of all races, of all creeds. Surely this is something of what we mean when we speak of "THE AMERICAN WAY."



## POSTINGS

**T**HE By-laws of the Society require that applications for membership be posted at least 30 days before they are submitted to the Board of Directors or to the Executive Committee for approval. Active members desiring to comment on the following applicants should write the Eligibility Committee, Public Relations Society of America, Inc., 525 Lexington Avenue, New York 17, New York.

### ACTIVE MEMBERSHIP

**CARR, C. C.**—Director of Public Relations, Aluminum Company of America, Pittsburgh, Pa. *Sponsors:* W. Howard Chase and Pendleton Dudley.

**DAY, WILLIAM M.**—Assistant Vice President, Information Department, American Telephone and Telegraph Company, New York City. *Sponsors:* Pendleton Dudley and George Anderson.

**ONSLOW, WALTON**—Public relations consultant, Washington, D. C. *Sponsors:* J. Raymond Bell and Edward F. Thomas.

**ROSS, THOMAS J.**—Senior Partner, Ivy Lee and T. J. Ross, New York City. *Sponsors:* Pendleton Dudley and R. S. Peare.

**SHUGART, KELLY**—Director of Public Relations, Los Angeles Musicians' Association, Los Angeles, California. *Sponsors:* William H. Bender and Allan Herrick.

### ASSOCIATE MEMBERSHIP

**BRUCKNER, SANFORD L.**—Director of Public Relations, Thirty-Fourth Street-Downtown Association, Inc., New York City. *Sponsors:* Frank L. Hopkins, Earle Ferris.

**KAZAMEL, A. F.**—Public Relations Manager, Trans World Airline, Cairo, Egypt. *Sponsors:* George W. Sutton, Jr., and Theon Wright.

# PUBLIC RELATIONS SOCIETY OF AMERICA

INCORPORATED

## OFFICERS

EARLE FERRIS, <i>Chairman of the Board</i>	VIRGIL L. RANKIN, <i>President</i>
AVERELL BROUGHTON, <i>Vice President</i>	CONGER REYNOLDS, <i>Vice President</i>
MAXWELL BENSON, <i>Vice President</i>	EDGAR A. WAITE, <i>Vice President</i>
LEE TRENHOLM, <i>Vice President</i>	PAUL HAASE, <i>Treasurer</i>

## EXECUTIVE COMMITTEE

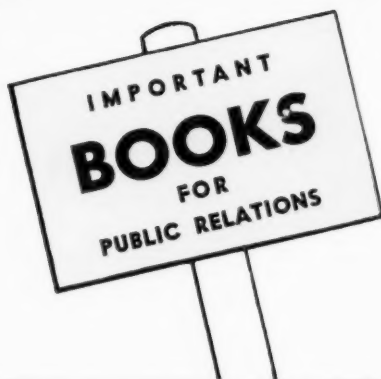
HOWARD CHASE, <i>Chairman</i>	E. A. CUNNINGHAM, <i>Vice Chairman</i>	HOMER CALVER
MARTIN DODGE	ALLAN HERRICK	G. EDWARD PENDRAY

## BOARD OF DIRECTORS

NELSON ALDRICH	SAMUEL D. FUSON	WILLIAM H. MCGAUGHEY
DWIGHT ANDERSON	PAUL GARRETT	FRANK McLAUGHLIN
WILLIAM H. BALDWIN	DON E. GILMAN	JULIE MEDLOCK
J. RAYMOND BELL	L. RICHARD GUYLAY	RAYMOND W. MILLER
MAXWELL BENSON	PAUL HAASE	MARVIN MURPHY
VILAS J. BOYLE	RICHARD B. HALL	EMILY S. NATHAN
SALLIE BRIGHT	REX F. HARLOW	HENRY E. NORTH
ÅVERELL BROUGHTON	WILLIAM R. HARSHE	ROBERT S. PEARE
VERNE BURNETT	ROBERT S. HENRY	G. EDWARD PENDRAY
HOMER CALVER	HESTER HENSELL	MARY PENTLAND
HOWARD CHASE	ALLAN HERRICK	JOHN E. PICKETT
RUSSELL G. CREVISTON	JAMES W. IRWIN	VIRGIL L. RANKIN
GEORGE M. CROWSON	HOLGAR J. JOHNSON	FRANK REAGAN
E. A. CUNNINGHAM	L. E. JUDD	CONGER REYNOLDS
MARTIN DODGE	IRENE KUHN	WILMOT ROGERS
PENDLETON DUDLEY	ALFRED McCLUNG LEE	EDWARD F. THOMAS
CLYDE EDMONDSON	LEE LYLES	LEE TRENHOLM
MILTON FAIRMAN	EVERETT T. MARTEN	EDGAR A. WAITE
HAZEL R. FERGUSON	RAYMOND C. MAYER	FRANKLYN WALTMAN
EARLE FERRIS	J. CARLISLE MACDONALD	RAY WISER

## ADMINISTRATIVE OFFICE

525 LEXINGTON AVENUE, NEW YORK 17, N. Y.



**YOUR PUBLIC RELATIONS . . . . . \$7.50**

By 32 distinguished authors. Edited by Glenn and Denny Griswold. 634 pps. (Funk & Wagnalls Co.)

**PUBLIC RELATIONS AT WORK . . . . . \$3.50**

By Herbert M. Baus. 242 pps. plus XII. (Harper and Brothers)

**BARGAINING WITH ORGANIZED LABOR . . . . . \$3.75**

By Richard C. Smyth and Matthew J. Murphy. 366 pps. For publication Oct. or Nov. (Funk & Wagnalls Co.) Explores collective bargaining as a significant business relationship. Important for management officials, personnel and labor relations workers.

**HOW TO CONDUCT CONSUMER AND  
OPINION RESEARCH . . . . . \$4.00**

The contributions of 26 authors are edited by Albert B. Blankenship. 314 pps. plus XI. (Harper and Brothers)

**THE ART OF PLAIN TALK . . . . . \$2.50**

By Rudolf Flesch. 210 pps. plus XIII. (Harper and Brothers). A "must" volume for everyone who writes for any practical purpose.

*The foregoing titles, and many others, are available  
to Journal readers through Society headquarters.*

**PUBLIC RELATIONS SOCIETY OF AMERICA**

ADMINISTRATIVE AND PUBLICATIONS OFFICES

**525 LEXINGTON AVENUE • NEW YORK 17, N. Y.**

50

50

75

00

50

CA